

# Appeal 2001-2002

 International Federation  
of Red Cross and Red Crescent Societies

## WEST AFRICA REGIONAL (Appeal 01.02/2001)

*Click on programme title or figures to go to the text or budget*

1. Disaster Response	833,202
2. Disaster Preparedness	959,831
3. Health and Care	1,741,431
4. Humanitarian Values	349,371
5. Institutional and Resource Development	495,483
6. Regional Cooperation	251,371
7. Regional Coordination and Management	999,607

**Total** 5,630,297



## Introduction

### Regional Context

The Regional Delegation for West Africa is responsible for 16 countries that cover a tremendous range of cultures, climates and landscapes from Mauritania in the north to Liberia in the south west to Nigeria in the east. Shaped by a differing complex mixture of pre-colonial cultures and societies, colonial traditions and post colonial developments, there are a number of common threads that join the region. Generally, economies remain weak, dependent on the export of one or two main commodities for which the terms of trade have been moving against their favour. They are still dominated by agriculture with a small industrial sector and the majority of people still living in rural areas. According to the UNDP Human Development Report 1998, the ten least developed countries include six from West Africa. The region is prey to political instability with a preference in the recent past for authoritarian rule in the form of the military or a strong man. Now there is a general trend towards the establishment of democracy symbolized by the handover of power by the military to the newly elected President, Olusegun Obasanjo, in Nigeria. However, competition for state power and resources continues to undermine stability and lead to violence and the displacement of populations.

In Guinea alone, it is estimated that there are approximately 600,000 refugees from Sierra Leone and Liberia. In Côte d'Ivoire, the UNHCR estimates that 90,000 Liberian refugees remain in the country. The

situation in Sierra Leone remains tense following the signature of a Peace Accord in early July. Certain regions still remain closed to humanitarian assistance as a result of insecurity and logistical problems. Peace is also fragile in Liberia and recent fighting in Lofa County has further destabilized both indigenous and refugee populations and has resulted in tense relations with Guinea-Conakry. A spate of violent communal clashes continues to mar the optimism and good will that marked the start of civilian rule in Nigeria.

While some of these conflicts may be settled, their underlying economic and social causes are still present and are worsening in many cases. Economic development leading to better social conditions with the provision of decent health services remains a chimera for the majority. For instance, the infant mortality and the maternal mortality rates in the region remain high, whilst life expectancy has declined in a number of countries. Economic indicators are not a cause for optimism either and where they do show improvements coming sometimes as a result of economic reforms imposed on the back of structural adjustment programmes, they may have been bought at the expense of people's living standards.

The devaluation of the currency in the CFA zone which took place in 1994 affected the economy of many countries. Côte d'Ivoire and Senegal succeeded in stabilizing their economy to some extent. However, the majority of countries in the region are affected by social unrest on the part of workers, students and the civilian population where protests are aimed to improve the living conditions of the average citizen. Benin, Côte d'Ivoire, Mali and Senegal will hold general elections in the year 2000 which could give rise to agitation and upheaval.

The region is prone to recurring disasters such as drought, floods, famine, epidemics and disease as well as to political instability and armed conflicts. The failing and fragile economies - with decreasing government expenditure on health and social services - in many of these countries contribute to increasing levels of poverty among the already vulnerable populations. Mortality rates due to epidemics remain high in the region, with frequent outbreaks of cholera exacerbated by poor hygiene and cramped living conditions, and with malaria continuing to claim the lives of many thousands each year. The alarming increases in HIV/AIDS infection in the region result in higher rates of vulnerability as families lose their breadwinner, children are orphaned and young people are excluded from the work-force.

Natural disasters, environmental hazards and deforestation encourage migration towards urban centres as rural populations in search of better livelihoods take refuge in squalid slums with no health care and few prospects of employment.

Devastating floods hit West Africa each year affecting the livelihoods of those who are least able to cope and who live in precarious conditions. Drought, followed by cereal deficits, occur on a regular basis in the Sahelian belt.

Furthermore, the threat of unrest and political agitation/violence is constant in many countries within the region. The Regional Disaster Preparedness Programme therefore has a vital role to play in preparing national societies and communities to mitigate the impact of natural disasters. All eyes are currently on the situation in Sierra Leone and Liberia where the risk of further outbreaks of civil war cannot be ruled out.

### **National Societies Context**

The West Africa Region is large and very diverse with a multitude of languages. The major official languages are French, English and Portuguese. The national societies and their working environments are shaped by their former colonial heritage. Some of the national societies in the region are still structured along similar lines as they were after independence. Many of the societies have few permanent staff members and depend greatly on volunteer work. Paid staff are found mainly at headquarters level. Young people make up the majority of active volunteers.

The national societies are responding well in case of emergencies, but they need to strengthen their pro-active approach to improve assistance to the most vulnerable. Programmes for the most vulnerable have not been subject to recent needs assessments or Vulnerability and Capacity Analysis. In the recent mid-term review carried out in the region, the question was raised as to whether certain activities carried out genuinely respond to the priority needs of the most vulnerable. Most societies are dependent on external funding sources, not only for their programmes but also for their core costs. However, the region is as

diverse as the national societies themselves. The above characteristics may therefore apply fully or partly to any given national society.

A systematic approach to institutional development was initiated in the region in 1995 and, since then, institutional reforms have been regularly carried out in most national societies. All but one national society have reviewed their Statutes in recent years and regularly hold General Assemblies. All national societies have performed self-assessments and most national societies have revised their national strategic development plans accordingly.

The present regional change process in West Africa started in 1996 through the West Africa review. It stresses the importance of the regional concept and the philosophy of regional co-operation, and takes inspiration from the Federation's Strategic Work Plan. It gained momentum after the fourth Pan African Conference in Kampala. The Kampala Declaration forms a major instrument in relation to national society priorities. Based on the Kampala Declaration, the national societies in collaboration with the Regional Delegation identified the following areas as priorities for the region: institutional development, resource development, vulnerability and capacity assessment, health.

An important initiative on the part of West African national societies is the formation of sub-regional groups, namely the Praia Group, the Lomé Group and the Sahel Group. The aim, in accordance with the Kampala Declaration, is to reinforce co-operation and promote exchange and to overcome linguistic barriers which dominated relations in the past.

### **Priorities for Federation Assistance**

The areas in which the Federation intends to concentrate support relate to the core areas put forward in the Strategy 2010 - **disaster response and preparedness**, in view of the disaster-prone nature of the region, **health and care in the community**, which are major factors in the reduction of vulnerability and **promotion of the Fundamental Principles and humanitarian values**. **Resource development**, with a view to working towards self-financing of the region's national societies, is also a priority. Since 1998, the Regional Delegation's strategy is centred around the concept of integration of each of the regional programmes, and gender is an integrated component of the core programmes.

The regional strategy will continue to focus on developing and using regional resources as well as facilitating and fostering regional co-operation. Increased emphasis is being made on sub-regional co-operation and sub-regional networks. Three sub-regional groups have been formed in the region. Another trend is to shift away from the traditional standardized regional training workshops/seminars to sub-regional or country-specific assistance based on each national society's development plan and specific needs.

Working as a Movement with national societies world-wide and the ICRC is also a fundamental aspect of the strategy in order to maximize efficiency in assisting vulnerable people in the region while avoiding service duplication.

Support to the so called 'priority' national societies will continue to be a focus of the Regional Delegation's work. In 1997 representatives of all national societies within the region identified priority national societies which had received least partnership support: Guinea, Guinea Bissau, Liberia, Mauritania, Niger and Nigeria. Mali was added to the list in 1998.

### **Priority Programmes for Federation Regional Assistance**

- **Disaster Response:** The Regional Relief Programme aims to strengthen regional relief co-ordination and management of operations. It also seeks to improve regional relief capacities by using regional human resources and strengthening needs assessment capacities in the region. The Regional Relief structure was created in 1997 in order to co-ordinate relief operations in the region and is closely inter-linked with the Disaster Preparedness Programme. With support from the Regional Logistics Centre, the Regional Relief Programme will lead to more efficient and standardized assistance to the most vulnerable groups in the region.
- **Disaster Preparedness:** The purpose of the Regional Disaster preparedness programme is to work with other Regional programmes and in co-operation with other agencies to support national societies in the West African region to increase their disaster prevention and preparedness (DP) capacities. This will

enable the national societies to respond to natural and man-made disasters at the Sub-Regional, National, Branch and community levels. The DP Strategy aims to link the 16 West African National Red Cross and Red Crescent Societies with the Regional and local drought/famine early warning systems operators. Early Warning Systems are a necessary prerequisite if we are to predict, prevent, prepare for and cope with impending disasters. The Regional DP Programme shares vital information with CILSS, FAO, USAID, FEWS, AGRYMET and DIAPER and builds the capacities of the national societies and the Regional Delegation to put systems in place to monitor trends. With continuing food shortages (there is an estimated food shortage of 1.5 million tonnes in the 1998/1999 season), the Federation in partnership with others, supports national societies to assist communities in adopting measures so that they are no longer dependent on food support. The DP Programme promotes the practice of Vulnerability and Capacity assessments to ensure the preparation of realistic disaster reduction and preparedness plans. The holding of presidential elections across many countries - Nigeria, Togo and Mali, made 1998 a particularly politically unstable year for the region. The Regional DP programme assists the national societies to prepare for unrest and violence arising from election periods by providing training in contingency planning.

- **Health and Care:** The Health Programme seeks to continue to improve the health status and the living conditions of the most vulnerable in West Africa through its work in three main areas: epidemics, HIV/AIDS and CBFA. The national societies present during the Regional Health meeting organized by the Regional Delegation in August 1997, identified these priorities for the region's work to improve health conditions. The mid-term evaluation of the health programme which took place in July 1999 brought forward recommendations to reinforce current activities in these areas and to focus particular attention on female genital mutilation. Poverty, poor living conditions, lack of access to clean water and sanitation, political instability resulting in displacement are all factors which impact on the health of the region's populations. Mortality rates as a result of epidemics remain high in the region and there are frequent outbreaks of cholera, meningitis, yellow fever, hepatitis A, diarrhoeal diseases, malaria and measles. In 1998, around 2.5 million new HIV infections were recorded for the 15 and 24 age group, with 90% of these cases in developing countries. Of the 8.2 million children world-wide who lost their mothers to AIDS, 95% are in the sub-Saharan region, resulting in increased numbers of orphans, broken families and decreased family income. To prepare for and better respond to such grave health problems, promoting First Aid in the community is a key aspect to alleviating vulnerability. All 16 national societies have a CBFA programme and the Regional Delegation has been supporting these since 1991 by co-ordinating the Regional CBFA approach and providing training. Thus, 400 volunteers were trained in CBFA in 1997, 500 in 1998 and 200 by mid-year 1999. FGM (female genital mutilation) is a very common traditional practice in West Africa performed by 15 of the 16 countries in the Region. All 16 national societies signed the Ouagadougou Declaration in April 1998, in which they committed themselves to fight against this practice in collaboration with UNICEF, Governments, Ministries and other organisations protecting women's rights.
- **Promotion of humanitarian values:** The purpose of this programme is to carry out dissemination at all levels of the ideals, the fundamental principles of the Red Cross and Red Crescent Movement and the concept of International Humanitarian Law. Different conflicts within the region oblige national societies to grant priority to the promotion of humanitarian values. This initiative towards promotion of humanitarian values and safeguard of human dignity must necessarily be carried out in conjunction with other humanitarian organizations. Close collaboration with the ICRC is envisaged for all activities.
- **Institutional and Resource Development:** The purpose of this programme is to strengthen National Societies' institutional and resource development capacities, including financial self-sufficiency, in order to create more effective programmes to better assist the most vulnerable communities and be better prepared for disasters. As dependence on external funding remains high, resource development focuses on increasing local fund-raising options including revenue generating projects and training of National Society staff. Human resource strengthening is essential to improve the capacities and skills of national societies. The programme therefore aims to develop both the human and financial resources of the national societies. In 1998 a three year regional strategy to further strengthen the national societies in the field of resource development was developed together with the regional task force on resource development (with representatives from 6 national societies). The basic aim is to assist national societies in moving closer to achieving the "Characteristics of a well-functioning National Society". A systematic approach to institutional development was initiated in the region in 1995 and since then actions in terms of institutional reforms are being carried out in most national societies. A declaration on good governance was adopted by the national societies during a regional workshop with all 16 national

societies in Ouagadougou in 1997. National workshops on good governance are being held as a follow-up to the regional workshop. A more equal representation of women and men in governing bodies, but also at programme and activity level is an aspect of a “Well-functioning National Society”. The gender aspects related to institutional development are integrated in the capacity building programme to ensure appropriate inclusion in the National Society development plans. In the field of resource development, the programme has emphasized creation of proper structures for programme implementation in the national societies; assessments of the actual situation and fund-raising possibilities; training of senior staff at Headquarters and, in some national societies, at branch level. In 1998 a three year regional strategy to further strengthen the national societies in the field of resource development was developed together with the regional task force on resource development (with representatives from 6 national societies). The institutional and resource development process has led national societies to determine the National Society mission and objectives and to review their development plans., to analyze their functioning, to review their organizational structure and administrative procedures, to create permanent human resources. Many national societies still lack permanent, paid employees, in particular at branch level, and need to strengthen their organizational structures.

- **Regional Cooperation:** To ensure the West African regional strategy is updated and implemented and to continue to build the capacity of national societies and maximize co-operation in the region, within the framework of RAS/CAS, STRATEGY 2010 and ARCHI 2010. To identify and set up networks of skilled and committed Red Cross and Red Crescent staff, who are available to share their expertise within the region as well as being Delegates internationally.
- **Coordination and Management:** Efficient coordination and management of the Regional Delegation (including finance, logistics and reporting) ensuring optimal use of regional resources in implementing Strategy 2010.

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# 1. Disaster Response

The Disaster Response programme consists of two projects:

- Rehabilitation of Flood-Affected Communities
- Population Movement

## Rehabilitation of Flood-Affected Communities Background and Progress to Date

West Africa is prone to different types of disasters, natural and man-made. Immediate disaster response, typically within a 1-3 months time scale usually involves the distribution of short-term food and nonfood items to secure temporarily the needs for the vulnerable population. However, once the initial emergency phase is finished, it will often be necessary to provide medium-term assistance towards the rehabilitation and recovery for the communities which has often been neglected. The need for reconstruction of infrastructure and revitalization of communities and their capacities is therefore an opportunity for national societies to increase the participating communities' self-sufficiency after disasters and to prepare them for eventual new disasters.

Based on experience gained following the 1999 floods in West Africa and in a rehabilitation follow-up to the disaster response operation launched in 2000, 3 communities in 3 countries have been identified as requiring medium-term support to further reduce vulnerability and develop capacity to better cope with the effects of future floods or other disasters as a continuation of the International Federation's initial flood response. In most - but by no means all - cases permanent reconstruction of damaged buildings and infrastructure has been started, however more assistance is needed to ensure communities are able to complete work and, moreover, to ensure dwellings and communal buildings are resistant to future disasters. This presupposes also an organization at the community level which will strengthen overall the communities' capacity to cope with what are likely to be reoccurring natural and possibly man-made hazards.

**Goal** To support national societies of Niger, Benin and the Gambia to assist within two years around 500 households in three communities to rebuild their houses and collective buildings and to better prepare themselves for future disasters.

### Objectives and Activities planned

**Objective 1** Positioning of human resources to enable participant national societies to implement plans of action and enable similar assistance to other national societies in the region as required.

The activities to achieve this objective are:

- Recruitment of a consultant within region for a period of 6 months to establish the project.
- Appointment of 3 focal points at headquarters level (one per participant national society) to manage the project at country level.
- Training of the NS focal points (familiarization) with project objectives and technical content - in cooperation with Disaster Preparedness and Health programmes).
- Identification of coordinators in Red Cross branches within each participant community.
- Appointment as required of further technical consultants after analysis of needs and available resources within each participant community.
- Facilitation of - through regional co-ordination - consultation within the sub-regional groups (Sahel, Lomé and Praia) to identify and address possible needs in fellow national societies for similar community assistance projects.

**Objective 2** To encourage individuals, families and the community to increase communal organization and self-sufficiency within existing possibilities.

The activities to achieve this objective are:

- Support the revival of existing community structures where these may have been weakened.
- Train community leaders in planning, management and implementation skills at the local level.
- Encourage women within the communities to participate in community activities, including the organization of activities benefiting women and children.
- Encourage communities to centrally gather and share information and liaise with the local Red Cross regarding existing and future vulnerability.

**Objective 3** To provide access for participant communities to loaned tools and to building materials for the rehabilitation of housing and community infrastructure (schools, health posts).

The activities to achieve this objective are:

- Red Cross branches to map the community infrastructure in the region and work comprehensively with participant communities to formulate a plan of action for reconstruction and skills training.
- Procure tools and construction materials prioritizing natural products and locally manufactured tools and materials) for reconstruction work.
- Establish a loan system for the use of tools to be managed by the RC branch.
- Loan tools and distribute materials for reconstruction.
- Monitor and support within resources reconstruction work, including through solidarity work the construction of dikes, ditches and similar structures to reduce future disaster impact.
- Assess and where possible implement extension of loan system for tools to enable a small revolving fund managed by the RC branch.

**Objective 4** To provide technical assistance to participant communities in support of improved building techniques and skills.

The activities to achieve this objective are:

- The Local Red Cross and Red Crescent to organize transferable skills development training for participants in simple, low cost building techniques allowing better and more flood-resistant houses and public buildings.
- Elaboration and distribution of simple construction manuals - also for possible use in other projects and within the national Societies' disaster preparedness programmes.

**Objective 5** To strengthen participants' environmental awareness including vector control.

The activities to achieve this objective are:

- Training for participants in environmental factors including contamination, sanitation and vector control with close reference to local practices and environmental factors relevant to flood-prone areas (for example, traditional methods for dealing with suddenly increased vector propagation).
- Assessment of negative impact of building materials use on environment and formulation of possibilities to avoid degradation of the environment.

### **Expected results**

- Competent project personal will be in place at Regional Delegation (consultant), national society (focal points) and local Red Cross (coordinators) level.
- Better organized communities with collective effective decision-making and action with increased self sufficiency in managing the needs for reconstruction for future disasters.
- Tools and building materials available to participants and houses, public building and possibly some local infrastructure rebuilt.
- Participant communities will have improved skills for reconstruction of locally appropriate housing, public building and possibly infrastructure with a suitable structural design.
- Participant communities will be better aware of the impact of their environment.

### **Indicators**

- Human Resources: Satisfactory overall management in accordance with project objectives. Adequately and appropriately defined responsibilities for implementation with clear organizational structure. Availability of necessary expertise. Personnel performing according to project objective and position descriptions where relevant.

- **Community Organization:** Coherent, coordinated communication from the community to the appropriate counterpart (normally local Red Cross). Women in identifiable community roles.
- **Access to tools and materials:** Reconstructed houses, public buildings and possibly small infrastructure to a defined standard. Number of community buildings rehabilitated. Number of family shelters rehabilitated. Number of preventive measures taken (Ditches, dikes, reforestation, well-protection etc.). Available tools and building materials, including absence of loss, misuse or resale. Stable balance of funds within revolving fund by end of project (if feasible).
- **Technical Assistance:** Improvements in the design of reconstructed buildings in line with standards.
- **Environmental awareness:** Measures taken to avoid contamination of water sources resulting from floods or otherwise. Measures taken to improve sanitation (waster/stagnant water) during times of flooding or otherwise. Other measures taken to avoid rapid multiplication of vectors (e.g. mosquitoes) during times of floods or otherwise.

### **Critical assumptions**

- Participant communities will be able to gain a clear understanding of the basic concepts and objectives of the project and will endorse these objectives (which is not always self-evident in community mobilization activities).
- Participant national societies will endorse the role of rehabilitation activities in addition to disaster response and capacity building activities.
- Link between the focal points and the coordinators will be maintained despite poor communication with some of the areas concerned.

### **Monitoring and Evaluation arrangements**

- Programme to be continuously monitored by the Regional Delegation Relief Delegate reporting monthly to the Head of Regional Delegation.
- The Regional Relief Delegate will maintain close lateral relations with the Regional Disaster Preparedness and Health Delegates.
- Each participant national society (3) to provide a quarterly report to be consolidated by the project management team.
- An evaluation to take place during the middle of year 2.

## **Population Movement**

### **Background and Progress to Date**

The number of persons displaced throughout the world has increased over the past 10 years and at current rates the overall number of displaced will continue to double every seven or eight years, but the nature of displacement is also changing : the numbers of displaced who cross an international border and thus gain protection under the 1951 Refugee Convention has decreased, whereas there has been a dramatic increase in the numbers of internally displaced persons and other less formal groups who do not enjoy protection under an internationally-recognised convention, but must rely on national laws, local institutions and the more general human rights and humanitarian law instruments to reduce their vulnerability.

Red Cross Red Crescent intervention through both National Societies' domestic programmes and through the International Federation-led multilateral programmes is increasing proportionately with the number of displaced, however working with the displaced is becoming increasingly difficult and constantly throws up new challenges. To meet this challenge the International Federation initiated as from 1997 dedicated population movement programmes in support of national Societies' capacities.

Successes registered in these initial population movement programmes (in the CIS and the Baltic states) constitutes a good basis to address the evident population movement issues elsewhere on the globe. Amongst areas of particular relevance is West Africa. There are currently around 830,000 refugees and 600,000 internally displaced persons in every country of West Africa. In addition there some 550,000 returned refugees and 340,000 returned IDPs. Population Movement issues therefore remain extremely important in this region. Particular countries of concern are Guinea which hosts around 650,000 refugees originating from neighbouring Liberia, Sierra Leone and Guinea Bissau; Sierra Leone with around 500,000 IDPs; Liberia with significant numbers of internally displaced, refugees and returnees. However, the

political and economic situation remains unstable throughout many countries of the region and complex population movement issues are prevalent.

The majority of the West African states have acceded to the 1951 UN Convention on Status of Refugees and its 1967 Protocol. Issues concerning displaced populations which remain relevant in Western Africa apart from relief assistance are social assistance, reproductive health, gender considerations, skills promotion or maintenance and the environmental impact in areas hosting large numbers of displaced persons. It is important that authorities are able to participate in training programmes on some of these issues, in addition to more formal protection issues. The Region suffers also from significant problems arising from drought, floods, famine, epidemics and disease.

**Goal** Increased national societies participation in population movement issues, expanded skill-set including needs assessment and response modalities, increased dissemination of relevant information and increased national society self-reliance.

## **Objectives and Activities planned**

**Objective 1** Create an informed and aware network of National Society staff able to assess and address the needs of refugees and the displaced through training and operational experience thereby enabling branches to respond to emergencies in their own right.

The activities to achieve this objective are:

- The appointment of a focal point for population issues within each National Society in the region (subscribing to the programme).
- To recruit human resources to assist the national societies with training and capacity building in the sector of population movement.
- The holding of three sub-regional workshops for the PM focal points and their Secretary Generals in order to commence training, introduce national societies to and build better relationships with ICRC, peer organizations (UNHCR; IOM and others) and government counterparts.
- Planning and organizing local PM workshops for national society branches and local government counterparts.

**Objective 2** Encourage national societies to develop a sound legal base for population movement activities enabling increased advocacy on behalf of displaced populations.

The activities to achieve this objective are:

- Exploring an improved legal base with governments as regards population displacement.
- Examining mandates of the various components of the Movement as well as those of peer organizations and their 'fit'.
- Developing a platform for advocacy.

**Objective 3** Assist national societies to develop external relations in the field of population movement allowing enhancing their contribution to the population movement forum and the wider marketing of their skills.

The activities to achieve this objective are:

- Establishment of a networking fund to enable access by national society population movement focal points to relevant workshops, seminars and conferences.
- Planned and systematic reinforcement by national society focal points of relations with multilateral and bilateral donors and other stakeholders.
- Inclusion of population movement projects or programmes within national society marketing plans.

**Objective 4** Exploratory discussions concerning the establishment of regional or sub-regional population working groups similar to PERCO (Platform for European Co-operation on Refugees, Asylum Seekers and Migrants) constituting a regional network for the exchange of information and good practice. Encourage NSs to make more interventions benefiting displaced populations which are of increasingly quality in line with the SPHERE standards wherever possible.

The activities to achieve this objective are:

- Participation of National Society population movement staff in disaster management training either through the population movement project or through other projects.
- Involvement of National Society population movement staff in all activities in favour of displaced populations.
- Systematic inclusion or consideration of population movement assistance activities in National Society's planning.

### **Expected results**

- Increased awareness and knowledge by national societies of relevant international legal instruments and refugee and displacement issues generally, improved presentation and negotiation skills and greater professionalism within years 1-2 of project.
- Sound legal base with majority of counterpart Governments and clear role for national societies in assisting displaced populations providing a basis and a platform for advocacy on behalf of the most vulnerable within moving and displaced populations by project end.
- Clearly identified donors and developing relationships, enhanced co-operation between national societies on refugee and displacement issues in the regional context, direction, consistency of action and clear communication on the issues, increased resources attracted for assisting displaced or potentially displaced populations.
- Increased involvement of national societies in the region in programmes/activities benefiting displaced persons or populations..

### **Indicators**

- Records of effective communication by subscribing national societies with their peers and the media concerning their actions.
- Presence of displacement projects in all national societies strategic planning documents.
- External assistance for national Societies' population movement activities.
- 30% increase in number of programmatic interventions in favour of displaced populations in accordance with SPHERE standards.

### **Critical assumptions**

- Counterparts of subscribing national societies within the Movement and in Government will gain a clear appreciation of project benefits and will respond accordingly

### **Monitoring and Evaluation arrangements**

- Programme to be regularly monitored by the regional delegation with input from the refugee unit.
- Each national society to provide a quarterly report to be consolidated by the project management team.
- An independent evaluation to take place during the middle of year 2.

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## 2. Disaster Preparedness

### Background and progress to date

Disaster preparedness is one of the four core areas of the federation strategy 2010. Its importance has been emphasized in the pan african declarations, ARCHI 2010 and regional decisions. Over the past year, the disaster preparedness program trained disaster preparedness officers in information access, early warning systems and provided computers and hardware to enable access to the internet. the strategic involvement of national societies in food security is a major opportunity for the movement, allowing for greater involvement in partnership and the potential for further visibility and funding in this vital area of work. This will allow national societies to make a greater impact on the lives of the most vulnerable. In 2001 and 2002, the regional disaster preparedness will continue to focus on building the capacities of the national societies in food insecurity monitoring, planning and implementation. Food security planning and response, networking and sharing of information will continue with food security agencies such as CILSS, EU, FAO, USAID, FEWS, SCF(UK), African Development Bank.

In 1999, Disaster Preparedness officers from 10 countries participated in a regional workshop which culminated in the development of a West African contingency planning guide. Five national societies have been supported with funds and training materials. in the next two years, the disaster preparedness program will continue to support the national societies work with the communities (including public awareness programs) to better prepare and respond to these and other natural disasters. Assistance will be in the form of training and support in contingency planning and providing operational support to maintain Disaster Preparedness programs.

The West African Contingency Planning Guide has been tested in planning for political and ethnic violence and for disasters such as floods and fires. Work carried out on the basis of the Guide has proved invaluable in the event of unforeseen vulnerabilities, such as the military take-over in Côte d'Ivoire or border conflicts in Mauritania.

In 1999 and 2000, disaster preparedness collaborated with the ICRC in designing a Contingency guide, joint funding of plans and exchange of information. In the years ahead, disaster preparedness programme will continue to work more closely with the ICRC, the UN systems, ECOWAS and other regional and National bodies involved in Disaster related programmes.

The Regional disaster preparedness support to six national societies in 1999 and 2000 in building their capacities to conduct Vulnerability and Capacity Assessments has been and continues to be one of the most important activities of the disaster preparedness programme. The training and refresher courses organized for regional resource persons on VCA methodologies ensures sustainability and sharing of experiences. national societies have indicated that VCA tools are useful not only for disaster preparedness, but in all areas of programme planning.

Trained DP teams have provided effective responses during disasters such as the 1999 and 2000 flash floods and tropical storms, victims of elections violence and population movements. The National Red Cross Societies played a key role in responding and provided relief ( food and non-food items) and a wide range of first aid services to the disasters victims. They worked side by side with the government authorities, NGOs and communities. The Regional Delegation provided technical and financial support to the NS.

Disaster preparedness has very close links with almost any programme at the regional delegation and national societies levels. In implementing the strategy in the years 2001 and 2002, disaster preparedness will continue to involve Disaster Response, ID/regional delegation, Health (ARCHI 2010 and RANY-WA - HIV/AIDS), Information and reporting services (IRS) and Logistics to ensure that the disaster preparedness services provided to the national societies are holistic.

**Goal** To work in an integrated and gender sensitive way, with other Federation and ICRC programmes and in co-operation with other Agencies, to support priority national societies to increase their capacities in disaster prevention, mitigation, preparedness and response to natural and man-made disasters at the National, Branch and community levels.

## **Objectives and Activities planned**

**Objective 1** To assist West African Societies to implement appropriate Food security decisions (Ouagadougou Declaration and West Africa Food security recommendations) and operations in a timely and effective manner.

The activities to achieve this objective are:

- In 2001 and 2002, share the Regional Data bank on country profiles regarding hazards, possible threats and capacities shared with 16 national societies and other Regional programmes and food security agencies.
- In 2001, provide technical support to the national societies of Senegal, Mauritania, The Gambia, Mali and Burkina Faso to establish and maintain national data banks to be used in food security planning and interventions.
- In 2002, provide technical support to the national societies of Cape Verde, Guinea Bissau, Niger, Liberia and Sierra Leone to establish and maintain national data banks to be used in food security planning and interventions.
- In January 2001, organize a four day regional workshop in Ghana for 10 persons from Anglophone countries to monitor the implementation of the Pan African declarations on food security.
- In March 2001, organize a five day regional workshop in Benin for 11 persons from Francophone countries to monitor the implementation of the Pan African declarations on food security.
- In March 2002, organize a four day regional Workshop in Mali for 11 persons from Francophone countries to monitor the implementation of the Pan African declarations on food security.
- In July 2002, organize a four day regional workshop in The Gambia for 10 persons from Anglophone countries to monitor the implementation of the Pan African declarations on food security.
- In 2001, support Burkina Faso, Mali, Niger, Cape Verde and Guinea Bissau to implement food security programmes.
- In 2002, support Mauritania, The Gambia, Senegal, Liberia and Sierra Leone to implement food security programmes.
- Facilitate and support 8 sahelian national societies to attend national and international food security meetings in 2001 and 2002.
- In March 2001 and April 2002, organize partnership meetings in Abidjan with the 8 sahelian national societies and FS agencies.
- In January 2001, recruit a short term Regional Assistant to assist national societies in food security planning and implementation.

**Objective 2** To support national societies complete and or initiate Vulnerability and Capacity assessment activities in order to enable them define programmes aimed at meeting identified needs of the vulnerable.

The activities to achieve this objective are:

- In 2001 and 2002, to promote and evaluate the usefulness of the VCA guide developed by the 16 national societies in 2000.
- To support 12 national societies complete VCA activities in order to enable them define programmes aimed at meeting the identified (considering the special needs of children and women) needs of the vulnerable.
- To organize annual refresher courses for 16 VCA resource persons in 2001 and 2002.
- To advocate and network activities with institutions such as INSAH and other institutions in 2001 and 2002 to ensure collaboration and exchange of information.
- During workshops, meetings and other opportunities with the 16 national societies and other research institutions such as INSAH, promote and encourage the use of the VCA guide in planning.
- In December 2001, recruit 2 consultants to evaluate the implementation and the usefulness of the VCA tool box in national societies planning.

- In 2001, provide financial and technical support, including resource persons, to Mali, Mauritania, Guinea Bissau, Senegal, Nigeria and Togo to complete VCA activities which started in 2000 with a view to preparing Disaster Management and other national societies programmes.
- In 2002, provide financial and technical support, including resource persons, to Cape Verde, Burkina Faso, Guinea Conakry, Liberia, Ivory Coast and Sierra Leone to initiate VCA Activities with a view to preparing Disaster Management and other national societies programmes.
- In 2001, organize a three day refresher course training in Nouakchott for 11 resource persons in Francophone countries.
- In 2001, organize a three day refresher course training in Lagos for 10 resource persons in Anglophone countries.
- In 2002, organize a five day refresher course training in Dakar for 16 resource persons.

**Objective 3** To support national societies to improve their disaster management capacities, taking into account the need for gender, to respond to man-made and natural disasters such as floods, fire, malnutrition, famine, population movements and other disasters.

The activities to achieve this objective are:

- In May 2001 and November 2002, organize 2 four day Training of Trainers workshop for 5 Anglophone countries on disaster management -national Societies and Community disaster preparedness, in collaboration with the ICRC.
- In August 2001 and April 2002, organize 2 five day Training of Trainers workshop for 11 Francophone countries on disaster management -national Societies and Community disaster, in collaboration with the ICRC.
- To seek external support (cost not included in this budget) for two national societies in 2001 and two in 2002 to undertake the Disaster Management course in Cranfield University.
- In 2001, support 4 national societies to implement contingency plans (including training at the national and branch levels) with technical assistance like first aid materials, boxes, workshops, materials for community sensitization, equipment for intervention during political and ethnic violence.
- In 2002, support 5 national societies to prepare contingency plans with technical assistance like first aid materials, boxes, workshops, materials for community sensitization, and equipment for intervention during political and ethnic violence.
- Following the training and support , to visit and assist 9 national societies put in place, disaster management plans and guidelines in 2001 and 2002, In 2001 and 2002, to maintain a regional Emergency fund of 50, 000 CHF each year to allow speedy and accurate response to disasters in the region.
- In 2001 and 2002, support co-operation between the sub regional groups (PRAIA, LOME, SAHEL) to prepare contingency plans for emergency response to disasters and hazards through a sub-regional approach.
- In June 2001, stocking of the sub regional disaster response ware houses in Ouagadougou.
- In October 2001, inaugurate the sub regional disaster response ware houses in Ouagadougou.
- At least every quarter during the next two years, arrange meetings, visits and joint programmes to promote networking with ICRC to ensure co-operation in line with the Seville Agreements in providing disaster preparedness support to national societies.
- In 2001, use 2 external consultants to evaluate the Regional disaster preparedness Programme

### **Expected results**

In Food Security:

- Well established Regional Delegation and 10 national society data banks.
- Useful training of and support to national societies which increases response capacities.
- Good networking of regional delegation and national societies with Food Security Agencies and vulnerable communities.
- National societies and regional delegation in better positions to improve food Security.

In Vulnerability and Capacity Assessment:

- By 2002, the development and promotion of a regional VCA manual.
- Training of 420 national societies staff on methodologies and guidelines.
- Implementation of VCA activities in 12 national societies.

- Programmes focus better on needs, community participation and Increased regional resource sharing.

In disaster contingency planning:

- By December 2002, the support provided to 16 national societies on disaster management and lessons learnt during implementation and further professional training, will have increased their readiness and response capacities.
- Community based response capacities strengthened.
- Co-operation with the ICRC and other partners and the training on the Seville agreements and the SPHERE projects will have increased.
- By December 2001 the disaster fund and sub regional ware house in Ouagadougou will have been established and commissioned.
- The Regional disaster preparedness programme evaluation report will have been presented to the 16 national societies in early 2002.

### **Indicators**

In Food Security:

- Increase in number of Regional and national societies Data bank established and shared.
- Increase in number of national societies supported to establish and maintain national data banks to be used in food security planning and interventions.
- In monitoring the implementation of the Pan African declarations on food security, increase in number of workshops held and the participants benefiting.
- Increase in number of national societies supported to implement food security programmes and the increased number of women involved in food security programmes.
- Increase in number of national societies attending national and international food security meetings.

In the Vulnerability and Capacity Assessment (VCA):

- Increase in number of national societies using the VCA guide in planning.
- Increase in number of refresher course and participants.
- Increase in number of national societies assisted to complete and/or initiate VCAs.
- Criteria established within the evaluation of the VCA process.

In disaster contingency planning:

- Increase in number of workshops and participants certified as trainers.
- Level of external support and number of national societies staff and volunteers, undertaking the Disaster Management course at Cranfield University.
- Increase in number of national societies implementing contingency plans and the level of gender integration.
- Level of co-operation between the sub regional groups on Disaster planning as a result of disaster preparedness support.
- Increase in number of visits and assistance to national societies and disaster management plans and guide lines put in place.
- Setting up the fund and number of national societies accessing it.
- Establishment of warehouse in Ouagadougou.
- Circulation and discussion of External consultants report and implementation of the recommendations.

### **Critical assumptions**

The West African Region is prone to reoccurring disasters such as floods, droughts, famine and epidemics, as well as political instability and armed conflicts. For the next two years, the demand on the services of the 16 national societies to render humanitarian services is expected to increase. The DP is expected to work with the ECOWAS task force on the use of Military and Civil Defense Assets in disasters to ensure the effective involvement of the 16 national societies in implementation of The ECOWAS and LOME Convention. It is assumed that the 16 NS will focus on the four core areas of S2010 to achieve the expected impacts. The disaster preparedness programme and national societies will therefore work closely and take advantage of the expertise of EWS system operators to monitor early warning signs of drought and famine. Other assumptions in the strategy include; improved communications with national societies and certainty of the total funding for the regional disaster preparedness programme for longer term sustainability of the

programmes and activities. More regional level fund raising is required, especially in relation to contingency planning and VCAs. It is assumed that through external support, four national societies staff and volunteers will be able to undertake the Disaster Management course in Cranfield University. It is assumed that resources will be available at the RD level to enable useful support to national societies in food security activities.

### **Monitoring and Evaluation arrangements**

Under the overall supervision of the Head of Regional delegation, the Regional Disaster Preparedness Delegate will be responsible for internal monitoring and evaluation (including report writing) and National Society Support.

Regular contacts and consultations will be promoted and maintained with the Africa Department in Geneva (through the head of regional delegation) and the disaster preparedness department in Geneva. Programmes will be implemented in an integrated way with the regional and country programmes while there will be regular consultations with the Regional Working group and the sub regional groups and the ICRC.

Regular field visits will be made to national societies during the course of the next two years to ensure efficient support to the implementation of the disaster preparedness programme. To promote external relations and fund-raising, the disaster preparedness delegate will meet with relevant regional and country based organizations. Resource persons from these organizations may be requested to participate in disaster preparedness programmes.

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## 3. Health and Care

The Health and Care Program consists of three projects:

- Primary Health Care
- HIV/AIDS
- First Aid

### Primary Health Care

#### Background and Progress to Date

The countries of West Africa are among the poorest in the world. Macro economic indicators reveal Mali, Burkina Faso, Niger, Mauritania and Sierra Leone to be among the most impoverished in the region. Civil, political and military conflicts cause frequent displacements of populations and loss of community structures. Development is also delayed by recurring natural disasters such as drought, floods, famines, storms, outbreaks of epidemic, infectious emergent and re-emergent diseases such as cholera, meningitis, diarrhoea diseases, malaria and measles. The resultant challenges to the productivity and health of the west African people are apparent from the table below.

Country	Total population (000)	% of annual growth 1990-1999	probability of dying per 1000 aged 15-59	maternal mortality ratio per 100 000 live birth	% of population with access to sanitation	% of population with access to safe water
Benin	5 937	2.7	338	500	27	56
Burkina Faso	11 616	2.7	486	-	37	42
Cape Verde	418	2.8	126	55	27	65
Côte d'Ivoire	14 526	2.5	124	600	39	42
Gambia	1 268	3.6	295	-	37	69
Ghana	19 678	3	109	210	65	32
Guinea	7 360	2.8	369	670	46	31
Guinea-Bissau	1 187	2.2	411	910	46	43
Liberia	2 930	1.4	461	-	30	46
Mali	10 960	2.4	432	580	6	66
Mauritania	2 598	2.8	312	550	57	37
Niger	10 400	3.3	362	590	19	61
Nigeria	108945	2.5	429	-	41	49
Senegal	9 240	2.6	362	-		
Sierra Leone	4 717	1.9	557	-	11	34
Togo	4 512	2.8	441	480	37	55

*Source : WHO/UNICEF (www.unicef.org/stats/)*

In response to a pattern of morbidity in West Africa reflective both of the prevalence of the worst diseases (AIDS, malaria and cholera) and more preventable conditions such as respiratory infection, diarrhoeal disease, and maternal and perinatal problems, the African Red Cross/Red Crescent Health Initiative (ARCHI) 2010 was evolved throughout 1998/99. The methodology underlying ARCHI 2010 is to emphasize the role and action of branch and community level workers to give support and assistance to vulnerable populations while developing effective emergency prevention and intervention. ARCH 2010 aims to impact on a large number of people and communities by prioritising health problems according to RC/RC specificities, developing partnerships (for example with governmental and intergovernmental health

authorities) and using coaches at the intermediate level to support volunteers in developing local primary skills.

To support the transition stage between the conception of ARCHI 2010 and comprehensive implementation pilot studies was held in Togo and Central African Republic during April-August 2000. This very useful study recommended, inter al., mobilization of first aid volunteers for vaccination of 0-20 month old children (selected for the pilot), use of peer education for the prevention of HIV/AIDS and STDs, mobilization of volunteers for hygiene and clean up campaigns and mobilization of volunteers for early disease surveillance at village level. House-to-house promotion messages in their own communities with “personal” messages to the families is an opportunity for better response to health and care implementation in Africa. As a specific example of ARCHI 2010 in practice, during the Togo pilot study more than 1,000 children’s vaccination status was assessed enabling vaccinations to be given by MoH to those not yet covered. At this practical level, national societies can strongly help in implementation of Integrated Management of Childhood Illness (IMCI).

A quite different application of ARCHI 2010 in West Africa is the further development of mother’s clubs using these groups as a corner stone for spreading knowledge of basic health care in the community and amongst families. There are currently 25 mother’s clubs with 736 members in Togo and many more in Ghana. The health programme has an objective to encourage Mother’s clubs in every country in West Africa.

The global eradication of polio which should be achievable within the next 3-5 years is another area where ARCHI 2010 may contribute since eradication depends on reaching populations in the more challenging countries and contexts through volunteer social mobilization and health education activities. The Red Cross/Red Crescent Movement has been requested by the WHO, UNICEF, CDC and the Polio Eradication Technical Consultative Group to become involved in polio immunization campaigns in certain key countries.

The practice of female genital mutilation (FGM) is a very common traditional practice in West Africa reportedly performed in 15 of its 16 countries in the Region. All 16 national societies in West Africa signed the Ouagadougou Declaration in April 1998 which they engaged themselves to fight against this practice in co-operation with UNICEF, governments and other organisations protecting women’s rights.

Financial and technical support have been given by RHD to Senegal, Benin, Mali, Liberia, Ghana to develop, organize and conduct six micro- projects on outbreak of epidemics. Senegal project target professional groups at high risk of exposure to epidemics such as market women and students to provide them with basic Health education.

The work of the regional health surveillance team (RHST) continues. Following a meningitis outbreak, 2 RHST members of carried out a needs assessment in Niger and Chad upon request. On the basis of these evaluations, an emergency appeal was lunched by the Federation. The third co-ordination meeting of the (RHST) held in Abidjan between 7th and 11th February 2000, reviewed activities carried out by the team since February 1998 and that helped to reinforce understanding of the role and objectives of the RHST. Health department at the secretariat and partners such as WHO, UNICEF, UNHCR and the ICRC were present.

Overall, the Regional Health programme of the International Federation in West Africa has continued to give technical and financial support to 16 national societies so as to increase sustainable health care at grass Roots level for community development. Since 1991, the Federation gives technical and financial assistance to the 16 national societies of the region in their CBFA Programme, in providing training and material. The CBFA programme is now well integrated in their whole health programme and this approach well understood by the communities. For instance, every national society now has a CBFA programme and a technical commission on the ongoing CBFA activities.

Collaboration established between the International Federation and MOH, WHO, UNICEF, UNFPA, UNAIDS, AMP at national and regional levels concerning basic health care, FA, HIV/AIDS and IMCI was productive. This aspect will be strengthened and maintained for the new health activities planned for the period 2001-2002. Activities such as training of the Federation Health surveillance team, being involved in

WHO's EPI and attending meetings on HIV/AIDS strategy paper for Bank Group operations in Regional member countries. Reinforcing Red Cross structures will be strongly encouraged.

The preventative role of primary health education on the distribution and storage of water, personal and environmental hygiene, in particular the safe disposal of waste will be increasingly emphasised as part of ARCHI 2010. A RC/RC water and sanitation assessment for West Africa will be undertaken in November 2000 and conclusions will be used to support development of appropriate water and sanitation initiatives within ARCHI 2010 from 2001 onwards.

**Goal** To continue to strengthen the Red Cross and Red Crescent's capacity to increase people's control over the social, economic and environmental factors determining their health through "their full participation and at a cost the community can afford to maintain at every stage of their development in the spirit of self-reliance and self determination".

## **Objectives and Activities planned**

**Objective 1** To continue support to national societies to facilitate environmental hygiene and reproductive health information and services.

The activities to achieve this objective are:

- Organize a T.O.T for Regional Gender trainers team in reproduction and environmental and sustainable basic Health with emphasis on Female Genital Mutilation These trainers will in turn disseminate information on health and undertake workshops in national societies aiming to build awareness of health hazards related to practice of Female Genital Mutilation.
- Facilitation of 2 training workshops and field visits with ARCHI 2010 "coaching delegate" to learn from their experiences and support national societies health staff on primary health care activities and case management in accordance with ARCHI 2010 strategy.
- Facilitate and support national societies in setting up women's' groups (Mothers' Clubs) in 9 countries to create social support groups and increase sustainable Health Care at grass Roots level for community development (Liberia, Sierra Leone, Niger, Guinea Conakry, Côte D'Ivoire, Mauritania, Cape Verde, Nigeria, Senegal)

**Objective 2** To continue support for national societies primary health services.

The activities to achieve this objective are:

- Equip national societies in each country with IEC materials for epidemic diseases and provide technical support to adapt IEC material to needs so as to improve awareness work within communities.
- Facilitation of social mobilization for immunization campaigns to fight preventable diseases such as, meningitis, diarrhoea diseases and actively participate in polio eradication in target countries (Niger, Liberia, Nigeria, Sierra Leone, Mali, Mauritania, Togo).
- Facilitation of partnerships and establishment with UN and others agencies to strength national societies and increase activities supported by partners. Assist national societies in mobilizing both local and external resources for primary health care activities as part of regional delegation's advocacy role (active participation in WHO, UNICEF and other partners' meetings on health issues).

**Objective 3** To continue technical support to national societies for water sanitation activities.

The activities to achieve this objective are:

- Facilitate production and translation in local languages of IEC materials in WAT/SAN in 4 countries per year to increase knowledge in and prevention of waterborne disease (Liberia, Sierra Leone, Mauritania, Guinea Conakry).
- Organize a T.O.T of 4 WatSan officers to give technical support to national societies to increase knowledge and skill in water sanitation case management. Two persons will be trained per branch, per country per year.

**Objective 4** To strengthen national societies and regional delegation's preparedness in response to epidemics.

The activities to achieve this objective are:

- Organize sub-regional meetings one with Anglophone and one with Francophone countries to evaluate strengths and weaknesses of the ongoing Regional Health programme and to improve national societies co-ordination.
- Continue to train and update the epidemics surveillance team and Health Co-ordinators to have both human and materiel resources for timely communication and emergency intervention in collaboration with Logistics.
- Health Co-ordinators with the support of the epidemic surveillance team members will conduct volunteers training on prevention and response especially in eight countries most exposed to epidemics (Senegal, Benin, Nigeria, Mali, Liberia, Ghana, Mauritania, Sierra Leone).
- Support regional surveillance team members to attend workshops to increase knowledge and to equip participants with skills in proposal writing, advocacy, programme planning and implementation in epidemic case management (one per year).
- Continue to equip national societies in each country with IEC materials for epidemic diseases and provide technical support to adapt IEC material to needs so as to improve awareness work within communities.
- With the disaster preparedness programme, review of database and implement their use region wide to inform and provide the regional delegation with information to compile data for better analysis and appropriate response.
- Facilitate 2 surveillance team missions to give technical assistance and provide tools in activities to fight epidemics and to strengthen capacities of national societies in situation of epidemics.

### **Expected results**

- The building of awareness of health hazards related to reproductive health issues and environmental hygiene.
- To increase the efficiency of national societies in dealing with basic health care services.
- Reinforcing the strength of national societies by having the water/sanitation and hygiene approach improved.
- Increasing the efficiency and the effectiveness of national Societies' intervention in response to epidemics.

### **Indicators**

For objective 1:

- To continue to provide support to national societies to facilitate environmental hygiene and reproductive health.
- 20 trained staff in reproductive and environmental health per year.
- 5 community reached per year per country, per year.
- 3 Mother Clubs set per country per country, per year per year.
- 2 fields visited with ARCHI 2010 coaching delegate per year.

For objective 2: To provide support for national societies basic health services.

- Amount of trained staff on case management per country, per branch, per year.
- One immunization campaign and four branches involved per year.
- Amount of resources mobilized for primary health care by national societies per year, per country.

For objective 3: To continue to provide technical support to national societies for water sanitation programme.

- Amount of IEC materials on water sanitation provided to national societies and communities reached.
- Six branches reached per country per year.
- Two T.O.T conducted per branches, per country, per year.
- Water quality (coliform count).
- Number of extra disposal facilities.

For objective 4: To continue to strengthen regional delegation's preparedness in response to epidemics.

- Number of well trained members of Health surveillance team.
- Number of health Co-ordinators trained by health surveillance team per year.
- 4 regional surveillance team's missions.

- Amount of IEC materials provided to national societies.
- 2 database reported by national societies per country per year.
- Quality of the database reported by Nss.
- Mortality rate (Total, <5) and Morbidity rate (Total, < 5 )

### **Critical assumptions**

- The social and political situation in the region will be stable enough to allow implementation of programs.
- The financial support arrives as scheduled.
- All stake holders are committed to the programs.

### **Monitoring and Evaluation arrangements**

Programme to be monitored by the regional health delegate with the support of the regional surveillance team and with input from the health department at the secretariat. Each national through the health co-ordinator the society will provide a quarterly report according to the format already distributed by the regional health department. Resources are mobilized as scheduled, services and products are delivered as planned, beneficiaries are receiving quality services as intended) to be consolidated by the project management team. An independent and mid term evaluation will take place end of 2002.

## **HIV/AIDS**

### **Background and Progress to Date**

According to a UNAIDS/WHO report published end 1998, the cumulative number of persons infected with HIV at that time was 47.3 million and of those 34 million lived in Sub-Saharan Africa. As at the end of December 1999 it was estimated around 23.6 million were living with HIV/AIDS in Sub-Saharan Africa. Countries such as Ivory Coast, Togo and Burkina Faso are above the average for Africa as a whole.

Côte d'Ivoire is already among the 15 worst-affected countries in the World; In Nigeria, by far the most populous country in Sub-Saharan Africa, over 5% of adults have HIV. The prevalence rate in other West Africa countries remains below 3%. ( Report on the global HIV/AIDS epidemic / June 2000/ UNAIDS)

A very high number of orphans have resulted directly from the AIDS epidemic in Africa. It is currently estimated there around 13.2 million orphans due to AIDS, of which 95% of the survivors currently live in Africa. In worst affected countries in Africa, an estimated 16% percent of children will be orphaned by AIDS by 2010 (USAID report, 1997).

Young people aged 15 to 24 account for roughly half of all new HIV infection. About 7,000 young people aged 10 to 24 are infected with HIV every day. 1.7 million young people in Africa are infected with HIV and Africa show more transmission through heterosexual contact. In the face of this pandemic, a Red Cross and Red Crescent network has been established in West Africa to pursue youth peer education strategies in raising awareness about HIV/AIDS. The Red Cross and Red Crescent AIDS Network for Youth- West Africa (RANY-WA) aims to develop programs that will help to prevent the rapid spread of AIDS particularly among youth in West Africa. Gender issues in program planning and implementation was adopted in the RANY-WA strategic plan (2000-2005).

In Benin, from 1997-1999, 9 people trained as core trainers, 192 as peer educators, 3531 out-of-school youth, 465 in-school youth were reached directly and 365,000 people have been reached indirectly in communities through small group communication on HIV/AIDS awareness. The youth peer Educators are currently embarking on the so-called "operation 100 for 2000" project.

In Sierra Leone sensitization activities were conducted, skits were performed, health talks and condom distribution were implemented in market places and ghettos in collaboration with WHO, UNFPA, UNICEF and the ministry of health and sanitation.

Year 2000, RANY-WA secretariat has developed and produced educational materials, a manual for trainers of Peer educators and Newsletter No 3 has been published to share experiences and learn from information.

**Goal** To enable national societies to plan, organize and implement HIV/AIDS prevention programs for community and specifically for youth so as to support national efforts in curbing the spread of HIV/AIDS among the youth and the community.

## **Objectives and Activities planned**

**Objective 1** Continue technical assistance on HIV/AIDS to all national societies to increase their operational capacities in project preparation, resource mobilization and implementation.

The activities to achieve this objective are:

- Conduct T.O.T. workshops at regional level in two Anglophone and two Francophone countries to equip participants with skills in proposal writing, advocacy, gender, reproductive health, programme planning and implementation, reporting and counseling.
- Support training and refresher courses at national society level for 50 peer educators to equip them with knowledge, attitude and skill to carry out outreach, counseling, condom promotion and distribution.
- Organize co-ordination meetings quarterly on HIV/AIDS for the member countries of the Rany-Wa and partners to increase understanding, commitment, support of management, governance and highlight interest of volunteers' key role in the ARCHI 2010 "community contact" strategy.
- Support a workshop involving national society participants for advocacy on youth volunteers in the communities role in beneficiaries areas and areas of intervention to help youth and communities to develop responsible sexual behaviour.
- Conduct a situation analysis as a useful baseline tool for evaluation of project in country to increase in knowledge and behaviour change in beneficiaries. Evaluation will be conducted by external resource persons (November 2001-December 2002).

**Objective 2** Continue technical and logistic support to national societies to implement and expand peer education activities on HIV/AIDS.

The activities to achieve this objective are :

- Facilitate the co-ordination of 8 exchanges visits between members of the HIV/AIDS network to give national societies technical support and tools in their activities against HIV/AIDS and extend this network from 10 to 16 national societies in West Africa by year 2002.
- Organize a co-ordinating meeting on HIV/AIDS for the member countries of the RANY-WA to provide RANY-WA network members with information to define the key areas of operation and the network's projected position.
- Organize a meeting with the RANY-WA Secretariat to take stock of the progress of the network
- Production of IEC materials (newsletters, information kit, PE manuals) to disseminate information within national societies and partners for advocacy and increase collaboration.
- Support national societies in participating in International HIV/AIDS conference and workshops for 4 person per year to increase interest in Red Cross and Red Crescent work for advocacy, capacities building to update and share data on awareness , new concept and advanced strategy planning.
- Support a national societies media campaign for World AIDS days.

**Objective 3** To continue to support national societies to increase safe blood transfusions. The activity to achieve this objective is to support national societies in undertaking social mobilization and assist in the organization and logistics of mass blood giving campaigns in collaboration with the ministry of health through blood services centre so as to increase number of safe blood donors (Côte d'Ivoire, Sierra Leone, Gambia, Mauritania, Nigeria, Senegal)

## **Expected results**

- Improving the HIV/AIDS approach in the region by giving to national society's technical support and tool in their activities against HIV/AIDS.
- Improving the HIV/AIDS approach in communities through the ARCHI 2010 "community contact" strategy to increase knowledge and change of behaviour in the community.
- Improving social mobilization for blood-giving and safe blood donors.
- Raised profile of West Africa national societies.
- Increasing HIV/AIDS awareness among branches.
- Better understanding towards gender-based response.

## Indicators

For objective 1: Assistance to NS for projects.

- 4 workshops per country per year.
- 20 volunteers involved in the HIV/AIDS peer education activities per branches per country per year.
- Amount of activities integrated with partners per country per year.
- Amount of volunteers involved in ARCHI 2010 process in communities per branches per country per year.
- Quarterly report per country involved.
- Amount of trained staff on case management per year.
- Amount of effective blood donors mobilized for blood donation per country per year.

For objective 2: HIV peer education.

- 6 exchange visits implemented per year.
- 2 meetings of counseling on compliance per branch per country per year.
- 2 report on outcome of the HIV/AIDS network per year.
- Amount of IEC materials provided to national societies and 4 branches reached per country per year.
- 2 reports on international HIV/AIDS conferences produced and shared with national societies.

For objective 3: Safe blood transmission.

- 10 volunteers involved in blood programme per branch per country.
- Quality of IEC materials.
- Number of new donors per country per year.
- Amount of blood units released per country per year

## Critical assumptions

- Evaluation of the social and political situation in the region.
- Timeliness of project funding.
- Interest of all people involved.

## Monitoring and Evaluation arrangements

Programme to be monitored by the regional health delegate with the support of the regional surveillance team and with input from the health department at the secretariat. Each national society will through the health co-ordinator provide a quarterly report according to the format already distributed by the regional health department (resources are mobilized as scheduled, services and products are delivered as planned, beneficiaries are receiving quality services as intended) to be consolidated by the project management team. An independent and mid term evaluation will take place end of 2001 and final evaluation will take place end of 2002.

## First Aid

### Background and Progress to Date

First Aid is defined within the Red Cross/Red Crescent as “helping people to help themselves in order to prevent, be prepared, and to respond to day-to-day health problems (the silent emergencies) and to acute health risks and life threatening situations in a locally appropriate context.” The national societies present during the regional health meeting organized by the Regional Delegation in August 1997 identified community based first aid as one of three health priorities for the region.

Four countries (Togo, Sierra Leone, Ghana, Senegal) have already their FA manual based on their health priorities and 3 countries (Côte d'Ivoire, Mali and Niger) are in the last step to develop their own national manual. 400 volunteers were trained in CBFA in 1997, 500 in 1998 and 568 in 1999.

As the FA programme works towards not only in improving the level of First Aid support given to the volunteers of national societies but also in strengthening the community approach to first aid, it is potentially a well adapted community based health and disaster preparedness programme. Therefore, with the new strategy ARCHI 2010 which focuses its action on a more-efficient use of volunteers at community level, there is a need to reorient or re-centralise the FA programme.

For this purpose, and according to the needs of national societies, the First Aid programme will train volunteers in big cities and areas at high risk of exposure to catastrophes and in village essentially, the training of volunteers will be based on the primary health care approach according to the strategy of ARCHI 2010.

**Goal** To work within ARCHI 2010 and in collaboration with disaster preparedness and development programmes to support national societies in West Africa to help individuals and communities to prevent, prepare for and respond to everyday emergencies as well as disasters, epidemics and conflicts.

## **Objectives and Activities planned**

**Objective 1** Support national societies in the implementation of First Aid programmes (volunteer networks, community capacity, preparedness and response capacity, services and activities).

The activities to achieve this objective are:

- Organize a yearly training of trainers for maximum 40 active trainers per country in 8 countries to provide cities and areas at high risk of exposure to catastrophes with trainers with knowledge skill in First Aid.
- Develop and review the First Aid and community health Manual to allow 10 national societies to produce their own trainer's manual to suit local realities.
- Give technical support to 16 national societies to start using the First Aid programme as an income generating activity.
- Continue to assess national societies First Aid programme in six countries with the collaboration of PNS, regional resource persons and the regional health delegate.
- Give overall assistance to national societies still in the early stage of the First Aid programme development.
- Visit public authorities to promote the adoption of concrete government legislature on First Aid in six countries.
- Support 3 national societies technically and financially in the production of IEC material on First Aid.
- Promote the organization of the Red Cross and Red Crescent Day (8th May) in three countries focused on First Aid awareness for the general public.

## **Expected results**

- Half of the national societies have increased their number of trainers. The efficiency and effectiveness of the Red Cross and Red Crescent Societies in dealing with emergency interventions is strengthened.
- Increased number of national societies having their own manual adapting to local realities.
- national societies capacity of self-financing of the First Aid programme is strengthened.
- 6 National Society First Aid programmes evaluated during 2001.
- national societies in the start up phase of a First Aid programme have support from the regional delegation.
- The public authorities are sensitized on the importance of First Aid and on the capacity of Red Cross Volunteers to offer services in this field.
- New IEC material produced in 3 countries.
- The visibility of national societies is increased

## **Indicators**

- Numbers of TOT courses in First Aid conducted/branch/country/year.
- Number of adapted manuals produced.
- Level of self-financing/income generated through First Aid courses and kits.
- Number of programmes evaluated and recommendations given.
- Time and resources invested in start up programs.

- Number of governments in West Africa recognizing First Aid as important.
- Number of brochures produced and distributed.
- Number of attendance and support to the 8 of May (Red Cross Day).

### **Critical assumptions**

- Increased stability in the region, no new conflicts.
- The forthcoming of funds for the implementation of the project activities is on schedule, and sufficient.
- national societies in the region are committed to the program and the need for resources to implement the activities.

### **Monitoring and Evaluation arrangements**

Programme to be monitored by the regional health delegate with the support of the regional resource persons and with input from the health department at the Secretariat. Each national society through the Health co-ordinator will provide a quarterly report according to the format distributed by the Regional Health department to be consolidated by the project management team. An independent and mid-term evaluation will take place at the end of 2001 and a final evaluation will take place end of 2002. Examining whether the original problems to be tackled have changed since the programme began, and whether the objectives have been achieved or not in order to improve ongoing operations. The Regional evaluation of the CBFA programme will help to perform the existing programme and there will be an interim evaluation or process evaluation every year. Measuring the actual results against the set goals and analyzing reasons for success or failure in order to draw lessons for future planning, programming and decision making (final or outcome evaluation. (After 2 years).

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## 4. Humanitarian Values

### Background and progress to date

The gathering and dissemination of information is now determinant in the success of organizations. Accordingly, the challenge of this project lies in accelerating West African National Societies' entry into the Information Age.

Accounting for the diverse media in West Africa is not easy in summary, however a single country example might be indicative : Nigeria alone has 22 television and 35 radio stations, 19 daily and 18 weekly newspapers and 9 major nation-wide magazines available of importance.

The International Federation's Strategy 2010 will mobilize people at all levels to improve the lives of vulnerable people. In implementing this strategy, many new information challenges have arisen in mobilizing beneficiaries, volunteers and donors. For example, the African Red Cross and Red Crescent Societies Health Initiative (ARCHI 2010) where Red Cross and Red Crescent headquarters, branches and volunteers have a duty to inform the population about health risks, to mobilize them to take steps to avoid ill-health and to advocate with them in improving access to health care. Promotion of the Movement's Fundamental Principles and Humanitarian Values is of great impact in changing behaviour in the community, and contributing to building civil society and a culture of peace.

The Regional Information Project will seek to benefit from the considerable role of ICRC in developing NS information capacities as part of its Co-operation programme. The Project will also encourage co-operation with other humanitarian organizations working in West Africa. An important facet of this co-operation will be with the UN/ECA African Information Society Initiative (AISA). Reliance will be considered on the AISA National Policy Workshops and training modules held by the ECA's African Institute for Economic Development and Planning in Dakar. The support of UNOCHA/IRIN based in Abidjan will also be sought in developing this project.

**Goal** To ensure a number of selected national societies will become more aware of the ways that information technology can improve their Society's competitive position in the global economy.

### Objectives and Activities planned

**Objective 1** Prioritize support for information to national societies in the region according to capacity and requirements.

The activities to achieve this objective are:

- Gather information and consult with NS on Information capacities and needs.
- Co-ordinate within Regional Delegation on regional priorities.
- Finalize a plan for NS information technical support and training.

**Objective 2** Support formulation of NS Information Plans.

The activities to achieve this objective are:

- Supporting NS Public Image Surveys as needed.
- Supporting Self-Assessment of National Society Information and Dissemination services in HQ and regions.
- Including a module within regional information seminars on strategic planning and objectives.
- Provide direct technical support in planning.

**Objective 3** Support excellence amongst National Society information personnel and provide technical equipment.

The activities to achieve this objective are:

- Organise a regional information seminars.
- Provide direct technical support in information skills.
- Organization of seminars/workshops in the regions/branches to increase their capability to provide information to the local media as well as for National Society publications.
- Provision of DTP equipment and direct training in use of equipment

**Objective 4** Encourage knowledge sharing within NS.

The activities to achieve this objective are:

- Create a module within Information seminars on organizational methods and participation of other NS departments in seminars.
- Provide direct technical support in internal and external information management.
- Creation of a network to increase rapid information-flow from the headquarters to the branches/regions and vice versa.

**Objective 5** Increase visibility of the work of the national societies.

The activities to achieve this objective are:

- Create a module within Information Seminars on organizing media campaigns.
- Provide direct technical support in internal and external information management

### **Expected results**

- Regional Delegation will have an oversight on information capacities and support needs within the West Africa Region.
- West African national societies will have Information Plans covering 2002 and beyond.
- West African national societies will have Information Departments with trained and equipped staff.
- Fullest communication within entire structures of West African national societies.
- Significantly enhanced public image of WA NS, increased donor market share, increased resources.

### **Indicators**

- Increased volunteer and membership drive as a result of the good information campaign.
- Better relationship with mass media; interest of mass media in the National Society work.
- National Society branches/regions actively involved in dissemination and information work.

### **Critical assumptions**

- Personnel of the Information Services of the national societies are supported by their Management.
- Regional and branch structure and means of communications exists.

### **Monitoring and Evaluation arrangements**

Monitoring:

- Regional Information Delegate will be responsible for project compliance and will report to HORD on project indicators quarterly.
- Where feasible, a public image survey will be carried out at the start of the project and the end of the project by national societies and results compared.
- A questionnaire will be prepared for all participant WA NS regions/branches and headquarters to assess whether the programme met their needs and improved the information flow within the organization.

Evaluation:

It is planned the project will be evaluated internally (Regional Delegation and participant NS) with a report compiled by the Regional Information Delegate to be presented to HORD for circulation latest by June 2002. The report will include a review of results against objectives (initial or revised) and a plan for follow-up to the project.

## 5. Institutional and Resource Development

### Background and progress to date

The basic aim is to assist national societies in moving closer to achieving the “Characteristics of a well-functioning National Society”. A systematic approach to institutional development was initiated in the region in 1995 and since then actions in terms of institutional reforms are being carried out in most national societies. Several national societies have reviewed their statutes in the recent years and regularly hold their General Assemblies. All national societies have done self-assessments, VCA and most national societies have revised their national strategic development plans accordingly.

A declaration on good governance was adopted by the national societies during a regional workshop with all 16 national societies, in Ouagadougou in 1997, and in Abidjan in 2000. National workshops on good governance are being held as a follow-up to the regional workshop.

A more equal representation of women and men in governing bodies but also at programme and activity level is an aspect of a “Well-functioning National Society”. The gender aspects related to institutional development is being integrated into the capacity building programme from to ensure a proper integration within the National Societies’ development plans.

In the field of resource development, the programme has emphasized creation of proper structures for the programme implementation in the national societies; assessments of the actual situation and fund-raising possibilities; training of senior staff at Headquarters and, in some national societies, at branch level. However, the dependency on external funding still remains high. In 1998 a three year regional strategy to further strengthen the national societies in the field of resource development was developed together with the regional task force on resource development.

The institutional and resource development process has led national societies to determine the National Society mission and objectives and to review their development plans, to analyze their functioning, to review their organizational structure and administrative procedures, to create permanent human resources. Many national societies still lack permanent, paid employees and need to strengthen their organizational structures as well as human and financial resources.

In 1996, on the initiative of national societies of Senegal, Cape Verde, Gambia, Guinea, Guinea Bissau and Guinea Conakry, a sub-regional co-operation network, named “Praia Group” was developed. The Mauritania Red Crescent joined the Group in 1997 and the Sierra Leone Red Cross in 1999. Two other sub-regional networks have been set up; the “Lome Group” composed of Benin, Côte d’Ivoire, Ghana, Liberia, Nigeria, Togo Red Cross Societies and the “Sahel Group” with national societies of Burkina Faso, Mali, and Niger. These sub-regional groups aims to strengthen a regional partnership, to facilitate exchange of experience and competencies and to promote capacity building priority activities in order to help national societies of the region to achieving the “characteristics of a well functioning national societies”

The self-assessment, the vulnerability and capacity studies of West Africa national societies and the assessment of regional programmes carried out in 1998 enable the Regional Delegation to develop a strategy of assistance that fits more to the needs of national societies concerning the institutional and resources capacities building. This strategy of development stresses on:

- The implementation of good governance principles.
- Strategic planning.
- Seeking of funding and financial self-reliance.
- The identification and the use of competencies in the region.

**Goal** The purpose of this programme is to strengthen National Societies’ institutional and resource development capacities including efficient financial procedures, achieve better financial management and

financial self-sufficiency in order to create more effective programmes to better assist the most vulnerable communities and be better prepared for disasters.

## **Objectives and Activities planned**

**Objective 1** To strengthen human and institutional resources of national societies giving attention to gender integration.

The activities to achieve this objective are:

- Support national three workshops on the roles and responsibilities of governance and management each year.
- Facilitate and co-ordinate the use of human resources for regional tasks.
- Establish a database of regional resource persons in collaboration with other regional programmes.

**Objective 2** To reinforce national societies capacities in relation to the planning cycle for improved plans and projects.

The activities to achieve this objective are:

- Follow-up on the implementation of development plans of Benin Red Cross in 2001 and Cap Verde Red Cross in 2002.
- Organize five national society workshops for the preparation of new development plans including gender analysis as part of the planning process.

**Objective 3** To strengthen sub-regional cooperation and information exchange between national societies to share experiences and competencies.

The activities to achieve this objective are:

- Organize three workshops for youth for the members of the sub-regional groups, to promote humanitarian values.
- Facilitate exchange visits within the framework of the Lomé group and the Sahel group.
- Organize three workshops for women leaders within the framework the sub-regional groups to promote their participation in structures, programmes and projects planning and activities.
- To support one planning and evaluation meeting for each of the sub regional groups within the planning period.

**Objective 4** Assist national societies of the region to set up efficient financial procedures and achieve a better financial management.

The activities to achieve this objective are :

- Assist and support the implementation of the Regional Resources Development Plan of Action through three workshops and two exchange visits each year.
- Provide assistance in financial management for three national societies each year.
- Provide computer equipment including software for resource development for four selected national societies each year.

**Objective 5** Develop the resource development capacities of national societies in order to increase their level of local funding and self-reliance.

The activities to achieve this objective are:

- Assist in the identification and setting up of revenue generating projects.
- Provide seed money for revenue generating projects and fund-raising events through a revolving loan fund.
- Establish / strengthen relationship with regional and local donors.
- Promote local fund-raising for relief activities.
- Organize a regional workshop for the evaluation of the regional plan of action in 2001

**Objective 6** Facilitate the ‘development cooperation’ between West African national societies and sister Societies, as well as other partners.

The activities to achieve this objective are:

- Facilitate the establishment and the strengthening of relations between national societies in West Africa, other national societies and external partners.
- To prepare an inventory of local, national and regional funding sources including national societies priority areas.

### **Expected results**

For objective 1: strengthening national societies human and institutional resources by:

- Respect of governance / management boundaries.
- Improved representation of women at governance and management level.
- Increased responsibilities in terms of project planning and execution for branches.
- Increased utilization of human resources from the region for regional and international missions.
- Improved Human Resource Management in national societies.

For objective 2: reinforcing National Society planning:

- The national societies will have increased capacity to improve their planning of plans and projects.

For objective 3: sub-regional cooperation and information exchange by:

- Improved understanding of regional resources and strengths.
- Each sub regional group to organize at least an annual meeting.

For objective 4: resource development strategies and policies established.

For objective 5: fund-raising activities and income-generating projects carried out leading to increased level of core cost funding by own funds.

For objective 6: an inventory prepared and shared with national societies aiming at enabling them to develop external relationships.

### **Indicators**

For objective 1: strengthening National Society human and institutional resources.

- Number of National societies workshops on governance and management.
- Number of national societies appointing an Executive Director (Secretary General or Executive Secretary).
- Percentage of women in governance and management positions.
- Number of regionally recruited delegates undertaking missions (sub-regional, regional or international).
- Number of regionally recruited delegates returning to work in their national societies after an international mission.
- Job Descriptions developed for national societies staff members.
- Recruitment of new national societies staff done in a transparent and open manners with vacancy notices and interview panels.

For objective 2: reinforcing National Society planning.

- Follow up of development plans of national societies of Burkina Faso, Côte d’Ivoire and Mali realized in 2001.
- The development plans of national societies of Guinea Conakry, Mauritania and Cape Verde are developed in 2001.
- Follow up of development plans of national societies of Gambia, Niger and Senegal realized in 2002.
- The development plans of national societies of Benin, Liberia, Togo developed in 2002

For objective 3: sub-regional cooperation and information exchange.

- 75 youths have been trained in facilitation of youth activities within the national societies of Lomé, Sahel and Praia Groups.
- Eight exchange visits for sub-regional technical assistance and capacity building activities, each year, have been organized for members of the three sub-regional networks (Lomé, Sahel and Praia).
- Three workshops for 75 women leaders have been organized within the framework of the 3 sub-regional groups.

For objective 4: Better financial procedures and management.

- Participant national societies compliance with ISA accounting standards.

For objective 5: strengthen financial resource development.

- Increased level of core cost funding through national societies fund-raising activities or income-generating projects.
- Diversification of income sources for national societies (core costs, programme funds and relief operation funding).
- Number of events organized every year by national societies in the Region.
- The financial results obtained by each National Society.

For objective 6: co-ordinate development cooperation.

- Human resources from NGOs are used by the regional delegation and national societies.
- Activities funded by partners.
- Number of NGOs involved in the Regional Delegation and national societies activities.

### **Critical assumptions**

- The West Africa region experiences increased security.
- The region does not experience recurring catastrophes such as droughts, famine, floods and epidemics, which may delay project implementation in particular national societies.
- All national societies are highly committed to the regional development process.
- The national societies in the region ensures capacity to implement programs despite the fact that people may change in the positions.
- National societies in the region remain willing to move towards positive change.

### **Monitoring and Evaluation arrangements**

- Questionnaires for Ouagadougou declaration follow-up.
- Visits to national societies.
- Contacts with national societies and former delegates.
- Quarterly progress reports will be prepared for the project.

Evaluation of the program:

The Pan African Conference is also regularly followed-up through the delegation with assistance of the regional working group (elected members from 5 national societies in the region). An evaluation and planning workshop with all national societies Secretaries General and Resource Development Officers in 2001 to evaluate the Regional Resource Development Plan of Action. An evaluation and planning meeting with all Presidents and Secretaries General in 2002 to evaluate the Regional Institutional Development Programme.

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## 6. Regional Co-operation

### Background and Progress to Date

The Red Cross Movement is preparing for the next decade by concentrating on the Strategy 2010 which has redefined its approach, its mission and its programmes. West African national societies developed a regional strategy, and objectives for years 2001-2002, taking these into account. On a more global level, the national societies within the region also participated in the discussions on the priorities of the African continent during the Pan African Conference in Ouagadougou in September 2000. The Ouagadougou Declaration, focusing on Primary Health - HIV/AIDS and Food security, will guide the priorities for the years to come.

In West Africa this process will be ensured by the continued co-operation between the national societies in the 3 sub regional working groups (Lomè, Praia and Sahel), and as well between the groups. Regional cooperation will increasingly integrate regional delegation, country delegation and national Societies' activities. The regional recruitment programme is one of the efforts to promote human resources from the region for assignments, whether it is in the region or in other regions/continents.

#### Goal(s)

- To ensure the West African regional strategy is updated and implemented and to continue to build the capacity of national societies and maximize co-operation in the region, within the framework of RAS/CAS, STRATEGY 2010 and ARCHI 2010.
- To identify and set up networks of skilled and committed Red Cross and Red Crescent staff, who are available to share their expertise within the region as well as being Delegates internationally.

#### Objectives and Activities planned

**Objective 1** Assist West African national societies in the implementation of the West African regional strategy.

The activities to achieve this objective are:

- Hold two Regional Working Group meetings per year to develop an updated regional strategy and plan of action.
- To organize a partnership meeting covering West Africa.

**Objective 2** Ensure a regular follow up of the Ouagadougou Panafrican Conference recommendations.

The activities to achieve this objective are:

- To ensure the follow up of the Ouagadougou Conference recommendations through the elaboration of one report every year.
- Hold two Regional Working Group meetings to follow up on the Ouagadougou recommendations.

**Objective 3** Assist West African members of the statutory bodies. The activity to achieve this objective is to conduct a preparatory meeting before each Executive Council meeting for the West African Vice-president and West African members of the Executive Council.

**Objective 4** Develop partnerships in our core areas with ICRC, participating national societies, leading international organisation, and embassies.

The activities to achieve this objective are:

- Create a data base of international organizations and key embassies and key personalities from the region.
- Establish regular exchange of information with international organizations, the embassies in the region.

- Organize a partnership meeting in Abidjan in March 2001, to encourage partners to contribute to development of regional strategies.
- Ensure regular exchange of information with international organizations in the region

**Objective 5** Ensure access by all 16 West African national societies to the most efficient electronic communication means available within budget.

The activities to achieve this objective are:

- Retain a consultant to conduct an audit of NS communications and make recommendations for cost-efficient electronic communications means.
- Provide target NS with communication means and support their continued use.

**Objective 6** To increase the number of delegates recruited from the West Africa region.

The activities to achieve this objective are:

- To facilitate attendance at BTCs both within Africa and elsewhere of candidates preselected by the national societies and screened by the Regional Delegation.
- To send out, on a regular basis, the list of open positions to the national societies.
- In co-operation with the Secretariat's recruitment officers, to facilitate the matching of suitable potential delegates in the region with delegate assignments in the field.

**Objective 7** To contribute to the exchange of experience and competencies within the region, thereby reinforcing National Society capacity.

The activities to achieve this objective are:

- To carry out refresher courses with national societies in the region on selection procedures and evaluation criteria.
- To keep updated a list of resource persons in the region, together with reference to their field of expertise and missions undertaken in order that the regional programmes may benefit from their competence in regional exchange initiatives.

### **Expected results**

- The West African regional strategy will be updated and implemented.
- The recommendations of the Ouagadougou Conference are implemented by West Africa national societies.
- Participation of the West African representatives in the Federation's statutory bodies will be efficient and effective.
- Collaboration with regional partners will be improved.
- The programmes of the regional are funded by partners effectively.
- All West African NSs have ready access and use electronic mail as their preferred means of communication.
- Options for electronic conferencing have been fully explored and if feasible adapted.
- The number of delegates recruited from West Africa will have increased.
- The national societies will have procedures in place for evaluation and selection of candidates.
- National societies will have reinforced their capacity by exchange of human resources.

### **Indicators**

For objective 1: West African Regional Strategy.

- The regional working group will hold 4 meetings.

For objective 2: follow-up of 5th Panafrican Conference.

- The regional group will hold a meeting every year to ensure the implementation of the Ouagadougou Recommendations.

For Objective 3: assist West African members of statutory bodies.

- Participation of the West African representatives in the Federation's statutory bodies will be efficient and effective.

For objective 4: partnerships with leading international organisation, and embassies.

- Number of partnerships developed in our core areas with leading international organizations, and to extend partnership with interested sister national societies.
- Activities funded by partners.

For objective 5: access to electronic communications means.

- 100% of West African national societies send and receive electronic email on a daily basis.

For objective 6: regional delegate recruitment.

- Increased number of delegates from West Africa are selected for international assignments.

For objective 7: exchange of technical personnel.

- use of resource persons is boosted and regional exchange reinforced.

### **Critical assumptions**

- The region remains stable, political and social, with no major disasters or new conflicts taking place.
- A change of key persons in governance and management of national societies does not hinder the process.

### **Monitoring and Evaluation arrangements**

Monitoring will be conducted through:

- Regular meetings with the members of the Executive Council and the Regional Working group.
- Visits to and feed back from the national societies.
- Regular contacts with key persons from international organisation.
- Regular visits of PNS to the region.

Evaluation of the program

- Implementation of the Plan of Action.
- The regional Working Group' work on a report to Pan-African Conference.
- Increased number of contacts and more frequent communications with external organisations and better funding.

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## 7. Coordination and Management

The Coordination and Management program consists of 3 projects:

- Reporting.
- Regional Finance Unit.
- Regional Logistics Unit

### Background and progress to date

The Regional Delegation for West Africa was established in 1991 to co-ordinate and provide support to the 16 regional national societies. The regional delegation has taken a leading role in encouraging the establishment by the west African national societies of working groups which determine policy and strategy on health, disaster preparedness and development issues.

Since 1997, a reporting delegate has been placed at the Regional Delegation for West Africa and the regional reporting service was set up in order to enhance the quality of reporting in the region and to boost interest on the part of the donor community. It was felt that the West African region was little known, resulting in a lack of interest in the programmes in the region and consequently, funding shortages. Reporting and information are regarded as complementary and there has been close liaison between the information and reporting services. Reporting in West Africa has improved to some extent since 1997, however, there remains much to be achieved, particularly in relation to training in Federation reporting procedures and awareness-raising with the national societies as to the importance of timely, quality reporting and the link between reporting and sustained donor funding.

The Regional Finance Unit was established in the 1st quarter of 1998, as part of the decentralization policy of the Secretariat.

The Regional Logistic Centre concept was developed by the logistics unit in conjunction with DROC division to professionalize logistic management and to decentralize logistic support as close as possible to operational areas. The RLC's were thus designed as support services for programmes in their geographical area of operation. The West Africa RLC, which is integrated into the Regional Delegation in Abidjan was opened in August 1997. In 2000 it was integrated with the Relief programme. The West Africa Region has been the scene of several disasters, both natural and man-made as well as epidemics leading to population movements and needs for assistance. The national societies in the region are on different level of logistic capacity and knowledge, due to lack of experience, especially in working with other organizations.

**Goal** Efficient co-ordination and management of the Regional Delegation (including finance, logistics and reporting) ensuring optimal use of regional resources in implementing Strategy 2010.

### Objectives and Activities planned

**Objective 1** Improved services of Regional Delegation to align the work of the Regional Delegation more closely in the strategic directions of Strategy 2010, emphasizing cost efficiency and improving services to national societies and country delegations in the region (Delegation Management).

The activities to achieve a more effective and efficient Regional Delegation) are:

- Complete a comprehensive planning process with focus on Strategy 2010 involving the Regional Delegation, West Africa national societies, country delegations and participating national societies having an interest in this region - process will begin October 2000 and conclude in its first phase with the revision of the RAS in July 2001.
- Examine service provided by the Regional Delegation to its clients (national societies, country delegations and direct beneficiaries) and consider cost-effective measures to improve the service reporting by end 2000 to Director of Africa Department with recommendations.

- The Head of Regional Delegation to review and consider revisions within Regional Delegation in areas of organization, systems and procedures, teamwork and team spirit, commitment to shared objectives, financial management and the collection and use of information throughout 2000-2001.

**Objective 2** To issue narrative reports on programmes and operations in West Africa in conformity with the Federation's minimum reporting standards. The activity to achieve this objective is to draft, edit or translate reports based on information from the field and in accordance with the deadlines fixed by the minimum reporting requirements.

**Objective 3** To provide training to national societies on Federation reporting formats and report-writing techniques. The activity to achieve this objective is to provide advice to national societies on reporting and, in the event of the launch of operations, to undertake field missions to assist national societies in drawing up narrative reports.

**Objective 4** To stimulate dialogue with the national societies in the region on reporting issues, and to raise awareness as to the essential role of reporting. The activity to achieve this objective is to take advantage of the presence of National Society staff in the Regional Delegation to discuss reporting and to take part in workshops organized through the regional programmes, reinforcing the essential role of reporting and information exchange in promoting donor relations.

**Objective 5** To liaise with the Country Delegations and to provide advice on reporting issues in cooperation with OFR. The activity to achieve this objective is to create a constant dialogue with the country delegations in the region on reporting deadlines/issues.

**Objective 6** To provide advice to national societies on internal reporting systems and procedures, as required. The activity to achieve this objective is to provide advice to national societies, as the need arises, on the importance of an efficient internal reporting system, internal reporting procedures and formats.

**Objective 7** To respond to queries from PNS on reports on the regional programmes and operations in West Africa, as requested, and to ensure that their concerns on reporting issues are taken into account. The activity to achieve this objective is to communicate with interested PNSs on reports issued from the Regional Delegation.

**Objective 8** Ensure the accuracy of financial records from the country Delegations in the Region. The activity to achieve this objective is to process the accounts from the country Delegations which submit FRTs, and check them for compliance with Federation financial regulations and procedures.

**Objective 9** Improve financial management and accounting procedures of national societies for projects funded through the Regional Delegation. The activity to achieve this objective is to enter the accounts from national societies into the Federation accounting system and check them for compliance with Federation financial regulations and procedures.

**Objective 10:** To improve procedures and accountancy skills within the Regional Delegation and the country Delegations in the Regions.

The activity to achieve this objective is to organize regular briefings with the regional delegation's Delegates and financial staff. Participate in briefings of new Finance Delegates and undertake 2 visits to country Delegations, as appropriate.

**Objective 11:** To standardize regional logistics systems.

The activities to achieve this objective are:

- Conduct review of country Delegation's logistic support functions to ensure proper systems and Federation standard procedures and to do on spot training with Delegation and National Society Staff are in place.
- Evaluate the logistic systems employed by national societies in view of making recommendations for improvement and identifying training needs.

- Provide briefings in Abidjan (estimated at 12/year) on Federation logistic systems to HOD's, delegates, national society senior staff and members and PNS representatives when passing for visits and (de) briefings.

**Objective 12** To establish a regional procurement centre.

The activities to achieve this objective are:

- Provide procurement support to regional operations in co-ordination with national societies and country delegations.
- Co-ordinate the clearance and onward movement of Federation goods to Delegations and NS together with Logistic Service Geneva.
- Develop a regional database on international and local suppliers, goods and services in conjunction with the NS's to facilitate a timely and effective procurement of standardized supplies. This will be integrated in the disaster response and disaster preparedness database.

**Objective 13** To standardize regional fleet management practices.

The activities to achieve this objective are:

- Manage the regional leased vehicle fleet according to operational needs.
- Implement and follow up on TMS (transport management systems) in regional and country Delegations.
- Encourage the adoption of TMS by all the national societies in the region by explanatory visits and during workshops on logistics and relief if their vehicle fleet is considerable.
- Collect and review TMS reports from the NS's in the region and provide management guidance to users.
- Implement Federation vehicle maintenance standard to a standardized fleet of vehicles in the region.

**Objective 14** To develop and maintain a regional telecommunication network.

The activities to achieve this objective are:

- Conduct needs assessment based on NS's and Country Delegations requests and needs in co-operation with Telecom Service Geneva Co-ordinate needs for installation and maintenance of telecommunications and computer equipment with internal and external resources.
- Maintain a regional database of telecommunications and computer systems employed by national societies, Country Delegations, Regional Delegation and ICRC - to be co-ordinated with the databank for Disaster Preparedness and Disaster Response.

### **Expected results**

- A shared vision and mission within the Regional Delegation and Country Delegations and commonly pursued objectives understood and endorsed by all. More cost-effective service provided to the Regional Delegation's clients. Established routines and consistent efficiency within the Regional Delegation.
- The West African region will be in a position to adhere fully to the International Federation's minimum reporting requirements.
- The national societies in West Africa will be familiar with Federation reporting formats and will have a sound understanding of the type of information required to write a good report.
- There will be an improved understanding on the part of the national societies in West Africa of the need for timely, professional reporting, together with an appreciation of the donors' need to receive accurate and informative reports in order to be in a position to continue funding.
- The Country Delegations and Regional Delegation will communicate regularly on reporting issues.
- The national societies will have a greater interest in improving internal reporting systems and will be accustomed to consulting the Regional Delegation on reporting issues.
- The PNSs will communicate more regularly with the Regional Delegation as a result of the issue of quality reports from the region.
- Federation accounts will be in accordance with financial regulations and procedures for internal and external audits.
- National societies will improve the quality of their financial reports in accordance with the procedures of the Federation.
- Regional Delegation and country Delegations will improve communication and will upgrade the quality of their financial management.
- Standardized logistic system in the region.

- Well functioning procurement system resulting in reduced costs.
- Standardized and well managed vehicle fleet in the region.
- Structured and inter linked telecommunication and computer network.

### **Indicators**

- Regional strategy well-understood and endorsed.
- Assessments (informal or formal) by stakeholders (regional national societies, participating national societies, country delegations) of regional delegation services.
- Compliance to standard Federation procedures.
- All reports due from West Africa are drafted and submitted on time to the Secretariat for final editing.
- The standard of narrative reports submitted by the national societies to the Regional Delegation, particularly in the context of a Federation-funded operation, is improved.
- National societies consult the Regional Delegation spontaneously on reporting issues, and are more proactive in dealing with difficulties related to deadlines for producing reports.
- Relations with donors are improved and the funding situation for Western Africa is positively impacted.
- Analysis of submission date for FMR (Financial monitoring report) against deadlines.
- Accuracy of submitted FMR.
- Project balances.
- Number of country delegations reviewed, national societies evaluated, logistics workshops held and staff trained and briefed.
- Number of requisitions received and procurement and onward movement executed.
- Number of countries covered/using supplier data base.
- Number of Delegations and national societies using TMS.
- Number of Delegations and NS's employing Federation vehicle maintenance standards.
- Results of Logistic Quality control test, to be performed towards end 2001.
- Number of assessments conducted and new installations made.
- Percentage of Delegations and NS covered by telecommunication database and linked with telecom radio network.
- Percentage of Delegations and NS linked with RD through Internet.

### **Critical assumptions**

- Stability is maintained in the regional delegation's host country and the legal status of the regional delegation is revised to allow more effective administration and management.
- Funding support for a Reporting Delegate and for reporting activities, particularly training, are required in order to ensure that reporting in the region improves. There must be increased awareness on the part of the national societies of the need for reporting to become a more important priority in order to secure and maintain donor interest.
- Human resources are made available and receive training necessary for achieving objectives.
- Disaster response will not delay training activities.

### **Monitoring and Evaluation arrangements**

Delegation Management will be monitored through monthly delegation reports, informal assessment by stakeholders (PNS, country delegations, other organizations). and the Internal Audit Department. Reporting activities will be monitored by the Reporting Delegate and the Head of Regional Delegation through informal discussions, objective analysis of reports submitted by the national societies, feedback from the Secretariat and from the PNSs. Responsibility for monitoring and evaluation of regional finance unit is with the Finance and Administration Delegate, the Head of Regional Delegation and Operations Accounting. Progress in these areas will be monitored through monthly reports by the Head of RLU to the Head of Regional Delegation. It is further recommended an evaluation of regional logistics takes place within the two years.

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<b>DELEGATION: WEST AFRICA RD</b>								
<b>PROGRAMME</b>	<b>Disaster response</b>	<b>DP</b>	<b>Health &amp; services</b>	<b>Human values</b>	<b>IDRD</b>	<b>Coord. &amp; mgt</b>	<b>Regional coop.</b>	<b>TOTAL</b>
Shelter & construction	75,000	30,000	0	0	0	0	0	<b>105,000</b>
Clothing & textiles	0	6,000	0	0	0	0	0	<b>6,000</b>
Food & seeds	0	0	0	0	0	0	0	<b>0</b>
Water	0	0	26,000	0	0	0	0	<b>26,000</b>
Medical & first aid	0	0	325,300	0	0	0	0	<b>325,300</b>
Teaching materials	4,500	0	103,600	0	0	0	0	<b>108,100</b>
Utensils & tools	75,000	9,000	0	0	0	0	0	<b>84,000</b>
Other relief supplies	0	0	150	0	0	0	0	<b>150</b>
<b>Sub total supplies</b>	<b>154,500</b>	<b>45,000</b>	<b>455,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>654,550</b>
Land & Buildings	0	0	0	0	0	0	0	<b>0</b>
Vehicles	0	0	0	0	0	0	0	<b>0</b>
Computers & telecom	19,400	45,500	9,000	49,000	23,500	19,500	35,300	<b>201,200</b>
Medical equipment	0	0	5,000	0	0	0	0	<b>5,000</b>
Other capital expenses	3,000	4,800	0	0	0	4,800	0	<b>12,600</b>
<b>Sub total capital</b>	<b>22,400</b>	<b>50,300</b>	<b>14,000</b>	<b>49,000</b>	<b>23,500</b>	<b>24,300</b>	<b>35,300</b>	<b>218,800</b>
Programme management	56,183	64,721	117,425	23,558	33,410	67,403	16,950	<b>379,651</b>
Technical services	16,818	19,374	35,151	7,052	10,001	20,177	5,074	<b>113,648</b>
Professional services	18,651	21,486	38,982	7,821	11,091	22,376	5,627	<b>126,034</b>
<b>Sub total programme support</b>	<b>91,652</b>	<b>105,581</b>	<b>191,557</b>	<b>38,431</b>	<b>54,503</b>	<b>109,957</b>	<b>27,651</b>	<b>619,333</b>
<b>Transport &amp; storage</b>	<b>76,760</b>	<b>31,280</b>	<b>73,540</b>	<b>20,400</b>	<b>21,600</b>	<b>118,120</b>	<b>2,280</b>	<b>343,980</b>
Personnel (delegates & expatriates)	159,150	125,800	227,100	139,600	279,600	478,500	5,000	<b>1,414,750</b>
Personnel (local staff)	134,220	375,165	439,000	51,200	30,000	137,640	45,060	<b>1,212,285</b>
<b>Sub total personnel</b>	<b>293,370</b>	<b>500,965</b>	<b>666,100</b>	<b>190,800</b>	<b>309,600</b>	<b>616,140</b>	<b>50,060</b>	<b>2,627,035</b>
Travel & related expenses	137,400	79,350	126,100	21,900	37,800	46,650	54,800	<b>504,000</b>
Information expenses	7,160	48,900	111,524	14,800	18,800	12,600	47,200	<b>260,984</b>
Expert fees	400	27,500	34,400	200	400	7,000	8,400	<b>78,300</b>
Admin. - general expenses	49,560	70,955	69,160	13,840	29,280	64,840	25,680	<b>323,315</b>
Training workshops / seminars	0	0	0	0	0	0	0	<b>0</b>
<b>Sub total travel, training, general exp.</b>	<b>194,520</b>	<b>226,705</b>	<b>341,184</b>	<b>50,740</b>	<b>86,280</b>	<b>131,090</b>	<b>136,080</b>	<b>1,166,599</b>
<b>Total budget</b>	<b>833,202</b>	<b>959,831</b>	<b>1,741,431</b>	<b>349,371</b>	<b>495,483</b>	<b>999,607</b>	<b>251,371</b>	<b>5,630,297</b>