

# Appeal 2001-2002



International Federation  
of Red Cross and Red Crescent Societies

## Guinea (Appeal 01.03/2001)

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

	<i>In CHF</i>
1. Disaster Response	3,494,002
2. Disaster Preparedness	390,575
3. Institutional and Resource Development	371,798
4. Coordination & Management	727,871
<b>Total</b>	<b>4,984,246</b>



## Introduction

### National Context

Guinea today has a population of 8 million with a natural growth rate of 2.8%. But it still is a very poor country since 40.3% of the population live in absolute poverty (less than US\$ 300 in income per year, per person), and 13% live in extreme poverty. The country is positioned 167th out of 175 countries according to the human development indicator and 71st out of 78 according to that of human poverty.

At the outbreak of the Liberian crisis at the end of 1989 and that of Sierra Leone in March 1991, several hundreds of thousands of persons were obliged to flee their country of origin to find refuge in Guinea and the Ivory Coast. UNHCR figures indicated that there were some 650 000 refugees in Guinea.

When legitimacy was re-established in Liberia, according to a joint communique on the number of refugees published by the Guinean Government and the UNHCR, there appears to be 62 298 refugees in the forest zone after the repatriation programme. But in Sierra Leone, with the renewal of hostilities in January 1999, thousands of refugees poured into all the prefectures at the frontiers (400 000 in Gueckedou, 60 000 in Forecariah).

The situation was further burdened by the upheavals in Guinea Bissau in June 1998 with another influx of refugees (approximately 13 200) along the northern frontier of Guinea. After pacification and the return home of some of these people, there are still 1 700 persons who continue to receive assistance at Boke.

Furthermore, these figures were increased by the thousands of displaced persons in the country. Among the refugees, some are particularly vulnerable (the chronically ill, the handicapped, elderly people over 60, female heads of families, minors heads of families, pregnant or breast-feeding women, orphans and unaccompanied children) who therefore need help in both food and social care.

The most important factors of vulnerability in the receiving zones for refugees are: lack of access to drinking water and health infrastructures, insufficient hygiene in an area of deforestation.

## **The National Society**

The Red Cross Society of Guinea (RCSG) is made up of about 12,000 members, of which 400 are first-aiders, spread out in 33 prefectorial committees and 5 communal committees of Conakry, and thus possesses great wealth in human potential. For the past 8 years the Federation has helped in training first-aiders in 32 committees, 20 supervisors and 6 coordinators for relief operations.

The local committees have the benefit of institutional support from the headquarters of the Guinean Red Cross and from the Federation's Delegation. One development delegate, four field delegates, one social work delegate, one finances delegate and a person in charge of logistics assist the National Society.

The National Society undertook an exercise in self-evaluation that pinpointed its weaknesses regarding capacity and output. We must strengthen the structural and operational capacities of the National Society so as to carry out our programmes with efficiency.

Together with the Federation's Delegation, the National Society has launched a process to revive dynamism at headquarters and in the decentralized centres.

### **National Society and Federation Priorities and Programmes**

- Develop competencies and increase organic and operational capacities at headquarters and committees in order to improve their functioning, image and management of the resources and programmes of the GRC (institutional development and resources);
- Reinforce links between the National Society and the Guinean Government so as to cooperate in the fields of transport, health, education/youth, information, post and telecommunications and disaster-preparedness. Establish partnerships with sister National Societies, international institutions and local NGOs;
- Improve the capacities of the vulnerable to care for themselves, provide social services for the least favoured groups, promote development programmes in public health (assistance for vulnerable collectivities);
- Reduce the vulnerability of refugees by covering their needs in food, in non-foods and in providing social assistance to the most needy (assistance for refugees).

Programmes to address these priorities are:

- Disaster Response: Contribute to the reduction of vulnerability of the refugee population in Guinea by giving them the means to assume responsibility for themselves and by strengthening their individual and collective capacities.
- Disaster Preparedness: The Federation will help the RCG increase the capacities of populations living in the most exposed zones to cope with, and alleviate the effects of, disasters. It will also help find appropriate local solutions to prepare for, and cope with, any future disasters.
- Institutional and Resource Development: To contribute to improvement of the RCG's institutional functioning, essential to the strengthening of that Society's capacities so that it can become a "well functioning National Society".
- Coordination and Management: To ensure a flexible, efficient functioning of the delegation so as to provide effective, concrete support to the development of the RCG's capacities with a view to its fulfilling its humanitarian mission with vulnerable persons.

# 1. Disaster Response

## Background and progress to date

Ever since conflict broke out in Liberia in 1989 and in Sierra Leone in 1990, Guinea has received hundreds of thousands of refugees from these two countries. The forest region of Guinea currently provides shelter to 421,000 refugees in more than 100 camps, villages and towns, and the region of Lower Guinea to 40,000 refugees in 9 camps.

Instability in the north of Liberia has put a temporary halt to repatriation operations whereby 5,000 Liberians have returned to their country. Insecurity in Sierra Leone is forcing refugees to remain in exile and 7,000 more refugees have come to Guinea since May.

Refugees have arrived in successive waves over the past ten years. They are divided into categories based on time of arrival; assistance varies substantially from one category to another.

Since the beginning of refugee assistance operations, the Red Cross Society of Guinea (RCSG) and the Federation have focused their activities on food distribution. In June 1999 the RCG and Federation set up a socio-community programme designed to identify the most vulnerable among a population of 215,000 refugees in the areas of forest Guinea and Forecariah so as to provide them with appropriate assistance and to seek lasting solutions to their problems with them. 12,000 vulnerable persons were identified in the first 14 months of programme implementation. A community health programme for the refugee population (increasing awareness and prevention) was set up in parallel. 44 advisers and 85 RCG facilitators training in social work and community health are involved in the socio-community activities.

The RCG and Federation, in partnership with UNHCR, is responsible for managing a health post in forest Guinea, the programme to welcome sick refugees in the national health structures, managing transit homes for sick persons and reimbursing the cost of care and services provided them. In 2001 the RCG is to cover the socio-community and sanitation services for all the refugees registered in Guinea, i.e. 270,000 persons in the region of Kissidougou, Guekedou, N'Zerekore and Forecariah. Under this programme the RCG will cooperate closely with the Ministry of Health in health education activities, prevention of epidemics, vaccination campaigns and blood donor recruitment.

**Goals** Contribute to the reduction of vulnerability of the refugee population in Guinea by giving them the means to assume responsibility for themselves and by strengthening their individual and collective capacities.

### Objectives and Activities planned

**Objective 1** Prevent and decrease the incidence of infectious and epidemic disease among the local and refugee population through a programme to promote community health, schooling and human rights. Activities to achieve this objective are:

- Organising 400 sessions on education and increased awareness of hygiene and community health in the camps and towns of the host regions, in conformity with the ARCHI 2010 strategy. These sessions will also concern problems of schooling for girls, family violence and fundamental human rights. Theatre groups comprising Liberians, Sierra Leoneans and RCG volunteers will take part. 50,400 contraceptives will be distributed to the persons participating in information sessions.
- Recruitment and training of facilitators and advisers. Identification and promotion of different socio-cultural, economic and educational initiatives of the refugee groups (women, disabled persons, young people, the elderly) by the advisers and the facilitators. Identification and promotion of income generation projects to promote the strengthening of the social fabric.
- Creation of leisure-time areas and small learning workshops for children between the ages of 4 and 18 in the different camps.
- Distribution of 2,400 hygiene kits to women aged 12 to 55 and 900 baby kits to mothers of new-born children.

- Sanitation and rubbish collection campaigns will be organized in the camps with the unpaid participation of the refugees. The committees that organise such campaigns will receive working tools. The sale of ecological fertiliser will be organized with composted organic rubbish. The latrines will be disinfected and the drainage system restored.

**Objective 2** Provide special assistance to refugees in situation of extreme vulnerability, estimated to number 25,000 and comprising elderly, sick and disabled persons, amputees and urban refugees. Activities to achieve this objective are:

- Setting up a home visit programme by RCSG volunteers to identify the most vulnerable and their specific problems. The information will be presented and compiled on a standard form. The beneficiaries will be accompanied by social workers and will work together to find solutions. The facilitators and advisers will also be responsible for follow-up of all the beneficiaries until such time as their vulnerability has been reduced to a level where they can lead an independent life.
- 36 cooperatives will be formed with refugees and will carry out collective activities designed to reduce vulnerabilities.
- Non-food distributions (mats, blankets, soap, second-hand clothing, etc.), as required, for 25,000 refugees among the most vulnerable.
- Material aid, as required, for cases of extreme vulnerability (orphans, fire, etc.).
- Material assistance for the families of the dead in camps and disposing of bodies abandoned in the hospitals.
- The RCSG will provide and organise food for the refugees in 5 hospitals and 4 transit homes in the different prefectures. 88,800 rations in all will be distributed.

**Objective 3** Provide social and medical care to refugees entitled to free care among the population of 270,000 in 6 health posts, 5 prefectural hospitals and 1 specialised hospital. Activities to achieve this objective are:

- Management of health posts (consultations and first aid, nutritional and epidemiological surveillance).
- Organisation of vaccination sessions for children and pregnant women in accordance with the expanded programme on immunisation (EPI).
- Assistance to sick people in primary health centres and evacuation to referral hospitals. Transport of referred sick persons and persons accompanying them and preparation of documents for the evacuated sick persons. Reception of sick refugees referred. Following up hospitalised sick refugees and provision of moral support. Purchase, for sick persons, of drugs prescribed by the doctors but not available in the hospital pharmacy. Management of the 4 transit homes to provide shelter to refugees before and after a hospital stay.
- Management of invoices and reimbursements. Checking documents attesting refugee status. Following up and controlling bills and management of monthly reimbursements of hospital bills and health centres.

**Objective 4** Strengthen the capacities of RCSG in the areas of human and material resources and management to ensure an effective humanitarian mission. Activities to achieve this objective are:

- Selection, training and coaching of RCSG volunteers in the areas of community health and social work.
- Training of the leaders in the prefectural committees in the area of financial and administrative management.
- Making available to the prefectural committee the supplies necessary to carry out their activities.

### **Expected results**

- The awareness of the local and refugee population in the host regions will be heightened with regard to hygiene, community health and fundamental rights. All camps will have women's associations and half of them will be engaged in income-generating activities. Ten community centres will be built for these associations. 12 leisure-time areas for children aged 4 to 18 will be organized and 300 young people will have learned a trade. 2,400 hygiene kits for women and 900 kits for babies will have been distributed to refugees. Decrease in infectious disease in the camps carrying out sanitation campaigns. The camps will be clean and the latrines periodically disinfected. UNHCR will refer to data provided by the RCSG for all social activities and all refugees identified as vulnerable will have an EVI card (Extremely Vulnerable Individual).
- 25,000 vulnerable people will have been identified and vulnerability statistics established. The vulnerability of 50% of those identified will have decreased, enabling them to lead an independent life. The 36 cooperatives will be operational and will benefit the beneficiaries. The basic needs of 60% of the most vulnerable (shelter, health and non-food) will be met. 960 persons will be entitled to specific assistance. Sick refugees will receive food assistance. All vulnerable refugees will have received assistance for the funerals of their family members. All refugees who arrive in the coming two years will be received, registered, housed and included in the assistance programmes.

- Health coverage in the camps will enable full epidemiological surveillance integrated into the national system and will strengthen the preventive health programmes. The 6 health posts will ensure a minimum of 56,300 first contact consultations (FCC) and 1,775 prenatal consultations (PNC) in the camps in the prefectures of Guekedou, Macenta, Kissidougou and Forecariah. The health departments of 5 RCSG prefectural committees will be active and will work in co-ordination with the national health structures.
- Selection and training of 100 socio-community advisers and 27 technical health workers in the national structures, 27 pharmacists and 27 nutritionists who will be integrated in the RCSG. The 10 prefectural committees will be responsible for the operational aspects of assistance being carried out their region.

### **Indicators**

- Reduction in the number of sexually transmitted diseases, the rate of infectious and children's disease and the infant death rate. Number of girls in school. Number of advisers trained in community areas and the quality of their work. Number of women's associations created in the different camps and number of income generation projects created and functioning. Number of functional leisure-time areas and rate of use. Reduction in the number of young delinquents in the camps. Number of hygiene kits and kits for babies distributed. Number of EVI card allocated compared to the number of vulnerable persons identified by the RCSG. Number of trash bins placed in camps and rate of use.
- Number of evaluation cards filled in. Number of persons who saw progress in or a solution to their problems. Field social partners co-operating with the RCSG in identifying and seeking individual and collective solutions. Quantity of non-food items distributed to the 20,000 persons identified as vulnerable. Number of vulnerable persons with the EVI card. Number of meals served in the hospitals and transit homes. Number of families of deceased assisted. Number of newly arrived refugees. Number of registrations and housing. Number of cooperatives created and activities carried out.
- The impact of awareness-raising sessions in the camps can be measured using the statistics noted and analysed each week at the level of the Prefectoral Health Directorates. Number of refugees benefiting from health coverage. Number of FCC and PNC. Mortality and morbidity statistics. Principal causes of mortality. Number of cases referred cared for and evacuated in the best conditions. Number of technical health workers, pharmacists and nutritionists who practice their health speciality and who have received Red Cross training.
- Number of advisers trained in the different fields of social work and community health. Number of training workshops organized. Number of activities carried out as part of the assistance programme and global programme results. Quality of volunteers' social work for the refugees and the local population. Prefectoral committees of the Red Cross better able to prevent and respond to disasters. Commitment and dedication of volunteers to Red Cross and Red Crescent actions.

### **Critical assumptions**

- The political situation in Cote d'Ivoire becomes stable and the number of refugees in forest Guinea stops increasing.
- Stability along the border with and inside Guinea.
- Good co-ordination between the members of the Red Cross Movement ensures the commitment and solidarity of the ICRC, the Federation and the RCSG.
- Availability of financing from and partnership with UNHCR.

### **Monitoring and Evaluation arrangements**

- The RCSG and Federation team will co-ordinate all the activities through joint co-ordination meetings. These meetings will enable the quality of the intervention to be analysed and, if necessary, reoriented.
- A monthly narrative and financial activity report will be provided at all levels of responsibility in the programme by the field workers, the supervisors and the co-ordinators. The Federation delegate will establish a consolidated report at the end of each month, in the area of his responsibility.
- Monthly sector meetings will be held to improve co-ordination and follow-up at the level of each activity.
- A co-ordination meeting of all the partners in the field will continue to be held.

## 2. DISASTER PREPAREDNESS

### Background and progress to date

West Africa is characterized by conflict situations in Liberia, Sierra Leone and Guinea Bissau, economic stagnation and political insecurity, prompting massive displacements of refugees. Natural disasters and recurring phenomena such as droughts, floods, famine, epidemics and disease are also common in the region.

Following a period of economic recovery in 1998, Guinea is now in a precarious situation, due to growing poverty and a tense political situation. In spite of this, the country is providing asylum to 500,000 refugees from Sierra Leone and Liberia. The instability of the neighbouring countries, internal social tension, and weak, fragile social and health care all point to a high risk of disaster in Guinea. The Red Cross of Guinea (RCSG), as auxiliary to the public authorities, and with Federation assistance, has had to cope with an influx of refugees since the outbreak of conflict in Liberia and Sierra Leone. It is however important for the Federation to help the RCSG strengthen its internal organization so that its local branches can, with the help of the National Society headquarters, carry out more effective work in the zones at risk.

**Goal:** The Federation will help the RCSG increase the capacities of populations living in the most exposed zones to cope with, and alleviate the effects of, disasters. It will also help find appropriate local solutions to prepare for, and cope with, any future disasters.

### Objectives and Activities planned

**Objective 1** The Federation will help the RCSG map risk in the country by surveying the vulnerability and capacity of the local population, in order to better prepare activities in the event of another disaster.

The activities to achieve this objective are:

- Organizing training in vulnerability and capacity analysis for 20 trainers (technical heads and National Society prefectural coordinators).
- Organizing five vulnerability and capacity analysis training seminars for a total of 100 volunteers (Conakry, Guékédou, N'Zérékoré, Forecariah, Labé) .
- Identifying zones at risk.
- Preparing a vulnerability and local capacity analysis of the RCSG branches, in coordination with the local authorities and the population.

**Objective 2** Establish local and national intervention plans, in coordination with the local communities and the public authorities.

The activities to achieve this objective are:

- Each prefectural committee situated in a zone at risk will organize work sessions with the local authorities and the local population (local associations, groups of young people and women, etc.) to gather the necessary information to develop disaster response plans.
- With the participation of the public authorities designated by the relevant Supervisory Ministries, organizing work sessions to elaborate a national disaster response plan.

**Objective 3** Increase the capacities of the population and the National Society to cope with possible emergency interventions, by making the necessary arrangements to alleviate the effects of disasters.

The activities to achieve this objective are:

- Organizing a training seminar for 25 trainers in community-based first aid (CBFA) during the second half of 2001.

- Organizing five training seminars in CBFA for 100 RCSG volunteers, involving the local authorities in the zones at risk.
- Purchasing 300 CBFA manuals for the volunteers in the prefectural committees in the zones at risk.
- Positioning emergency stocks (second-hand clothing, blankets, emergency medical kits and cholera kits, and sanitation) in Conakry.
- Purchasing and distributing 100 first aid kits and 50 stretchers for five prefectural committees.
- Identifying and planning activities where the volunteers could have a complementary role with regard to the local populations in response to daily emergencies and in strengthening local capacities.
- Identifying local projects intended to reduce the effects of disaster.

**Objective 4** Increase the capacities of the population to cope with possible disasters by increasing awareness of risk and local vulnerabilities.

The activities to achieve this objective are:

- Organizing two awareness-raising sessions with the local populations on disaster preparedness and prevention. These sessions will be run by volunteers from each prefectural committee in the zones at risk.
- Publishing and distributing, in the zones at risk, 10,000 information brochures on the prevention of epidemics and other vulnerability, and possible disasters.

### **Expected Results**

- One vulnerability and capacity analysis seminar has been organized and 20 RCSG trainers are active. 100 RCSG volunteers have been trained in vulnerability and capacity analysis and are active. The zones at risk have been identified. Every RCSG committee situated in a zone at risk has made a local vulnerability and capacity analysis.
- An intervention plan exists in each zone at risk of the country and is agreed to, at the national level, by the Supervisory Ministry.
- One training of trainers seminar and five training sessions for CBFA workers have been held and trainers and workers are active. The National Society has received 300 CBFA manuals and they have been distributed to the prefectural committees. Four emergency stocks have been positioned in Conakry. The National Society has received 100 first aid kits and they have been distributed in the prefectural committees in the zones at risk. The volunteers from the RCSG committees situated in the zones at risk have identified and planned daily activities to help the population respond to disasters. Local projects to reduce the effects of disaster have been identified.
- Each prefectural committee has organized two awareness-raising sessions on disaster preparedness and prevention with the populations in the zones at risk. 10,000 leaflets on the prevention of epidemics have been distributed.

### **Indicators**

- The number of trainers who have been trained in vulnerability and capacity analysis and are active. The number of volunteers trained in vulnerability and capacity analysis and are active in the RCSG local committees. The number of zones at risk identified and the number of vulnerability and capacity analyses made. The degree to which the local population participates in the vulnerability and capacity analysis.
- The number of disaster response plans made at the local level. The existence of a disaster response plan in the zones at risk. The degree to which the local population participates in the elaboration of disaster response plans.
- The number of trainers and volunteers who have been trained in CBFA and are active. The number of CBFA manuals made available to the RCSG committees. The emergency stocks positioned. The first aid supplies made available to the RCSG committees in the zones at risk. The level of activity of the volunteers in the disaster preparedness activities. The number of projects intended to reduce the effect of the identified disasters.
- The number of awareness-raising sessions organized with the populations in the zones at risk. The awareness-raising materials distributed to the populations in the zones at risk.

### **Critical assumptions**

- The return to peace is confirmed and security prevails along the borders between Guinea and Sierra Leone and Liberia.
- The situation remains stable in Côte d'Ivoire and allows for proper programme implementation.
- Funding is secured for the programme activities.

**Monitoring and Evaluation arrangements**

- The prefectural committees will be responsible for carrying out the activities and will submit monthly reports to the National Society technical coordinator.
- The regional coordinators will supervise the activities and give their technical support. They will provide summary reports to the National Society Executive Secretary.
- The technical team (National Society coordinator and Federation delegate) will be responsible for support given to the prefectural committees and follow up of activities, by making periodical visits to the field and drafting monthly activity reports.
- A specific evaluation will be made at the end of each activity and a general evaluation at the end of each year (2001-2002).

## 3. Institutional and Resource Development

### Background and progress to date

The RCSG is a relatively young National Society, recently created in 1986. Since the outbreak of conflicts in Liberia and Sierra Leone, it has had the heavy task of assisting refugees coming from these two countries. The Federation was requested to support this National Society and has thus been present in the country since 1990. Since its very beginning the RCSG has had to sacrifice its development in order to cope with a relief operation.

It is worthwhile pointing out that the “from relief to development” approach of the 1990s has not given the expected results because institutional development was not always a component of the different programmes.

In 1998 institutional development was introduced into the RCSG’s agenda with the organization of a General Assembly and two National Boards, the renewal of Red Cross prefectural committees and communal committees, the incorporation of technical staff in the different spheres of intervention and the incorporation of regional coordinators. This contributes to the RCSG’s sustainable development.

The present institutional and resource development programme must serve as a basis to create and promote conditions for the development of the National Society’s capacities. This programme therefore complements the other programmes in Appeal 2001/2002 on the approach to building the RCSG’s capacities in line with Strategy 2010.

**Goal** To contribute to improvement of the RCSG’s institutional functioning, essential to the strengthening of that Society’s capacities so that it can become a “well functioning National Society”.

### Objectives and Activities planned

**Objective 1** Improve the knowledge and skills of the members of the management with regard to Good Governance within the RCSG.

The activities to achieve this objective are:

- Holding a seminar on good governance for the members of the National Executive Bureau.
- Holding four seminars (one per region) on good governance for local committee leaders (local presidents and local leaders), i.e. a total of 120 persons in the four big towns in the country.
- Holding two work meetings with the RCSG leaders on application and respect of the statutes and rules of procedure.
- Organizing the 3rd General Assembly during the 2nd half of 2001, attended by 50 National Society leaders, and of the 3rd RCSG National Board, in October 2002.

**Objective 2** Strengthen the RCSG’s management capacities by developing human and material resources.

The activities to achieve this objective are:

- Putting in place an operational organization chart for the headquarters and each local committee, in conformity with the principles of good governance (separation of powers).
- Reorganizing the structure of the RCSG’s technical staff to align it with the need to integrate Federation staff in the National Society’s structure (logistics, finance and administration, drivers, support staff, etc.).
- Assuming responsibility for 18 RCSG staff members: programme coordinator, technical programme assistants, accountant, logistics expert, development officer, secretary, radio operator, drivers and maintenance personnel.
- Assuming responsibility for two resource persons in RCSG governance.
- Organizing a programme planning and management seminar for 30 technical programme heads.
- Updating the RCSG’s rules of procedure and procedures for managing material and financial resources.
- Setting up a data base (members, receipts, etc.).
- Providing the RCSG headquarters with communication and data-processing equipment and office supplies and furniture.

- Disseminating the RCSG's legal texts in two issues of the National Society's Bulletin.
- Disseminating Strategy 2010 in the National Society's Bulletin and in a national seminar for 38 local committee development officers.

**Objective 3** Improve the RCSG's self-reliance capacities by December 2002.

The activities to achieve this objective are:

- Increasing the Society members' awareness and regular monitoring of payment of annual membership fees, commissions from projects and sale of cards.
- Holding a seminar for 38 persons from local committees on resource development and management.
- Identifying and implementing revenue generation projects.
- Renewing negotiations for the State subsidy with a view to obtaining regular budget allocations.
- Supporting four National Society service activities (first aid training for persons from private companies).

**Expected results**

- All members of the National Executive Bureau and all the presidents of RCSG local committees will have participated in a seminar on good governance. Four good governance seminars will have been organized and the local committee leaders will have followed this training. Preparation of the General Assembly and National Executive Board scheduled for 2002.
- The RCSG's operational organization chart will be in conformity with the principles of good governance at headquarters and in the local committees. The National Society will have reorganized its staff structure and some Federation staff will have been integrated in the RCSG structure, with responsibility for 18 staff members. The technical staff in the local committees will have been trained in programme planning and management. The rules of procedure and financial and administrative regulations will have been updated and will be applied in daily management. Update of a data bank on members. The RCSG will have communications and computer equipment and the office supplies needed for its good functioning. The RCSG will be trained in Strategy 2010.
- The National Society members will pay their fees which will be regularly entered into the accounts. 38 local committee technical officers will have taken a seminar on resource development. The government of Guinea will make subsidies available to the RCSG to cover fixed positions established in the State budget. An income generation project will be identified in 2001 and will be operational in 2002.

**Indicators**

- Number of RCSG governance members who have participated in good governance seminars. Number of sessions organized on dissemination of the National Society's statutes and rules of procedure. Number of activities to disseminate Strategy 2010. Number of RCSG volunteers familiar with Strategy 2010. The extent to which the National Society's plan of action is in line with Strategy 2010.
- The extent to which the National Society's organization chart is in line with good governance and management standards. Number of National Society permanent staff and the extent to which the staff structure suits the needs of activities. Degree to which the rules of procedure and the financial and administrative procedures are applied in National Society daily management. Existence of a data base of National Society volunteers and members and how up-to-date it is. The extent to which the National Society's financial and accounting management complies with standards and procedures. Amount of communications and computer equipment available and its state of functioning. Communications between the RCSG headquarters and the local committees.
- The extent to which National Society members pay their fees. The number of local committee resource persons with training in financial resource development. The amount of subsidies the RCG has received from the State. Number of income generation projects identified and the extent to which these projects have been carried out.

**Critical assumptions**

- Obtaining financing for project implementation.
- Stability and security in the country.
- The commitment of the leaders to support their National Society's institutional development process.

**Monitoring and Evaluation arrangements**

- The prefectural committees will be responsible for carrying out activities and will provide monthly activity reports to the National Society development officer.

- The CRG development officer will be responsible for monitoring all activities and will provided the National Society executive secretary with periodical reports.
- The Federation at Conakry and Abidjan will follow up the management of activities and financial management and will prepare monthly reports.
- The RCG leaders, with the support of the Federation head of delegation in Guinea and the Regional Institutional Development Delegate in Abidjan, will make an annual evaluation.

[return to top](#)

## 4. COORDINATION AND MANAGEMENT

### Background and progress to date

Ever since conflict broke out in Liberia in 1989 and in Sierra Leone in 1990, Guinea Conakry has received hundreds of thousands of refugees from these two countries. The forest region of Guinea currently provides shelter to 421,000 refugees in more than 100 camps, villages and towns, and the region of Basse Guinea to 40,000 refugees in 9 camps.

Growing instability along the border in June 2000 directly affected the refugees and the population of Guinea. This situation may well spark a humanitarian disaster if steps are not urgently taken to ensure the security of the borders and to redirect assistance to refugees.

The Red Cross Society of Guinea (RCG) is a young National Society created in 1986. Since the outbreak of hostilities in Liberia and Sierra Leone, this Society has had to cope with the difficult task of assisting refugees from these two countries. The Federation has been assisting the RCG in its humanitarian mission since 1990.

The context of the operation has considerably changed since the beginning. The delegation's management model must now urgently be adapted and given a new approach based on the Federation's Strategy 2010 in order to strengthen the National Society's capacities and to ensure its mission can be carried out effectively all over the national territory.

**Goals** To ensure a flexible, efficient functioning of the delegation so as to provide effective, concrete support to the development of the RCG's capacities with a view to its fulfilling its humanitarian mission with vulnerable persons.

### Objectives and Activities planned

**Objective 1** Pursue the strengthening of the Delegation's human resources so as to guarantee appropriate support, beneficial to the RCG in the area of management.

The activities to achieve this objective are:

- Revising and adapting the position descriptions for all delegation local staff to align them with the new approach.
- Adapting the internal rules currently being amended by the legal adviser, in line with those of the National Society.
- Adopting the staff salary scale and aligning it with the RCG's scale.
- Establishing a RCG and Federation working group for the future integration of the Federation staff in the RCG.
- Revising and adapting the Federation contracts in line with the strategy to integrate the Federation staff in the RCG.

**Objective 2** Continue to adapt the structure of the delegation so as to ensure rational, effective management of RCG assistance programmes in 2001-2002.

The activities to achieve this objective are:

- Adapting the Delegation's organization chart.
- Gradually transferring the responsibilities of the Federation to the RCG departments.
- Involving the regional delegation in RCG assistance programmes.

**Objective 3** Strengthen and promote the visibility of the RCG through effective operations and infrastructure (office, telecommunications and car pool).

The activities to achieve this objective are:

- The RCG and the Federation will share the same premises.
- Strengthening the financial management of RCG and Federation operations, under the direct supervision of the finance delegate who provides precise, timely reporting.
- Strengthening the management of the car pool and logistics, under the direct supervision of the logistics delegate who will establish rules of conduct known to all and set up logistics procedures.
- Setting up an effective information and communications system.

**Objective 4** Develop new partnerships and strengthen existing partnerships between the RCG and the different international and national organizations so as to create programme synergy.

The activities to achieve this objective are:

- Make approaches so as to establish productive partnerships between the RCG and the international and national bodies present in Guinea.
- Help the RCG draft cooperation agreements with the operational partners, respecting the National Society's development plan.

### **Expected Results**

- Each delegation employee has a revised position description and contract taking into account the new strategy. The internal rules and salary scale for staff are aligned between the Federation and the RCG. A RCG and Federation working group ensures Federation staff is integrated into the RCG.
- The Red Cross functional organization chart is finalized. The delegation has transferred part of programme management responsibilities to the RCG departments. The regional delegation supports and advises programme implementation.
- The Federation and the RCG share the same premises. The financial management of the RCG and Federation operations is precise and transparent, projects a positive image of the National Society and contributes to establishing new partnerships. The logistics rules and procedures are well known and applied and ensure effective operation. The communications system functions well and the Federation and RCG have access to the cc-mail network and Internet.
- It takes advantage of its new visibility to step up approaches to establish productive partnerships, and new partnerships are established. The programmes under the CAS for Guinea secure the funding required for implementation.

### **Indicators**

- The position descriptions, internal rules, work contracts and salary scales are harmonized.
- Existence of a functional organization chart for the delegation and the National Society. The programmes are in harmony with those of the regional delegation.
- The RCG and Federation share premises. Creation of a list of logistics procedures. Precise, timely financial and logistics reports. Existence of a communications system which ensures the circulation of information.
- Strengthened credibility. A cooperation agreement is established for each funding with a partner.

### **Critical assumptions**

- Funding is secured for the execution of planned activities.
- A climate of stability ensuring the implementation of activities.

### **Monitoring and Evaluation arrangements**

The Federation, via its head of delegation and its finance and administration delegate, on the one hand, and the President and the Secretary General of the RCG, on the other, will be responsible for implementing and monitoring this programme. The monthly reports and situation reports ensure follow up of the different objectives.

[return to top](#)

<b>DELEGATION: GUINEA</b>					
<b>PROGRAMME</b>	<b>Disaster response</b>	<b>DP</b>	<b>IDRD</b>	<b>Coord. &amp; mgt</b>	<b>TOTAL</b>
Shelter & construction	213,393	0	7,000	0	<b>220,393</b>
Clothing & textiles	19,500	46,500	0	0	<b>66,000</b>
Food & seeds	35,520	0	0	0	<b>35,520</b>
Water	0	0	0	0	<b>0</b>
Medical & first aid	662,107	70,716	0	0	<b>732,823</b>
Teaching materials	9,730	0	0	0	<b>9,730</b>
Utensils & tools	27,570	0	0	0	<b>27,570</b>
Other relief supplies	117,321	0	0	0	<b>117,321</b>
<b>Sub total supplies</b>	<b>1,085,141</b>	<b>117,216</b>	<b>7,000</b>	<b>0</b>	<b>1,209,357</b>
Land & Buildings	0	0	0	0	<b>0</b>
Vehicles	83,000	0	0	0	<b>83,000</b>
Computers & telecom	46,032	0	8,057	30,900	<b>84,989</b>
Medical equipment	0	0	0	0	<b>0</b>
Other capital expenses	34,200	0	2,341	24,350	<b>60,891</b>
<b>Sub total capital</b>	<b>163,232</b>	<b>0</b>	<b>10,398</b>	<b>55,250</b>	<b>228,880</b>
Programme management	235,601	26,336	25,070	49,080	<b>336,088</b>
Technical services	70,526	7,884	7,505	14,692	<b>100,607</b>
Professional services	78,213	8,743	8,323	16,293	<b>111,572</b>
<b>Sub total programme support</b>	<b>384,340</b>	<b>42,963</b>	<b>40,898</b>	<b>80,066</b>	<b>548,267</b>
<b>Transport &amp; storage</b>	<b>289,264</b>	<b>37,292</b>	<b>1,000</b>	<b>72,893</b>	<b>400,449</b>
Personnel (delegates & expatriates)	542,400	136,270	25,540	252,350	<b>956,560</b>
Personnel (local staff)	824,263	28,500	217,712	30,440	<b>1,100,915</b>
<b>Sub total personnel</b>	<b>1,366,663</b>	<b>164,770</b>	<b>243,252</b>	<b>282,790</b>	<b>2,057,475</b>
Travel & related expenses	26,620	10,560	27,090	17,520	<b>81,790</b>
Information expenses	18,110	14,774	18,040	16,530	<b>67,454</b>
Expert fees	1,560	0	0	27,000	<b>28,560</b>
Admin. - general expenses	159,073	3,000	24,120	175,822	<b>362,015</b>
Training workshops / seminars	0	0	0	0	<b>0</b>
<b>Sub total travel, training, general exp.</b>	<b>205,363</b>	<b>28,334</b>	<b>69,250</b>	<b>236,872</b>	<b>539,819</b>
<b>Total budget</b>	<b>3,494,002</b>	<b>390,575</b>	<b>371,798</b>	<b>727,871</b>	<b>4,984,246</b>