

Appeal 2004



SAHEL SUB-REGIONAL PROGRAMMES

Appeal no. 01.39/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multiyear framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

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

Programme title	2004 in CHF
Strengthening the National Societies	
Organizational Development.	28,945
Coordination, Cooperation, and Strategic Partnerships	
Coordination and Implementation	247,679
Total	276,623²

Click on the name of the national society below to access the individual Federation web page:

[<Burkinabe Red Cross Society>](#)

[<Red Cross of Cape Verde>](#)

[<Gambia Red Cross Society>](#)

[<Mali Red Cross>](#)

[<Mauritanian Red Crescent>](#)

[<Red Cross Society of Niger>](#)

[<Senegalese Red Cross Society>](#)

¹ Identified by blue in the text.

² USD 207,754 or EUR 178,065.

Regional Context



The Sahel sub-region consists of seven countries: Burkina Faso, Cape Verde, The Gambia, Mali, Mauritania, Niger and Senegal. Many of these countries have their vast territory lying on the edge of an expanding desert and suffer problems related to chronic drought, soil erosion and environmental degradation. It is often difficult to access the population in this region due to great distances, poor road network, nomadic traditions and security problems. Three countries (Mali, Burkina Faso, and Niger) fall amongst Africa's five poorest nations, with concurrent low levels of education, health care, and economic development. Transport and communication within the region remains difficult and expensive, contributing to time delays and costly interventions. While several countries are subject to internal conflicts, the greatest threat comes from war and instability in neighbouring countries such as Côte d'Ivoire, which is a major economic power, trading partner and source of revenue for its neighbours. The impact of this was greatly felt in several countries in 2002-2003 through the return of persons long-established in Côte d'Ivoire to their original countries (Burkina Faso, Mali, Niger) and through the migration of others with greater means to stable capitals such as Dakar.

The Sahel sub-regional office shares premises with the Senegalese Red Cross Society. The office was established in August 2001 with an aim of being efficient, accessible by virtue of proximity, and equitable in its support to all national societies in the sub-region.

By 2003, the seven national societies experienced notable improvements in the level of support offered by the Federation, compared to the former structure of the single regional delegation serving three times as many national societies. Long distances, extensive travel and difficult communication were hindrances. Differences in language between countries supported by the sub-regional office required bilingual personnel to meet the expectations of all parties within and outside the sub-region. The sub-regional office has consolidated its structure and personnel since being established, and is now offering quality support to its clients.

Red Cross and Red Crescent Priorities

Movement³ Context

The number of partner national societies in the Sahel sub-region is not as high as in other regions. Principal supporters are the governments of Ireland and the U.K., as well as the Swedish, Danish, and Icelandic Red Cross Societies. There are several bilateral offices of partner national societies located within the region (French, Spanish, Danish, Belgian, and Italian Red Cross Societies); none are located in Dakar, requiring additional efforts by the sub-regional office to build and maintain relationships and communication. The regular meeting between the sub-regional office staff with partner national societies

³ 'Movement' refers to the International Red Cross and Red Crescent Movement

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during missions has begun to bring positive results. However, the goal is to build much-needed, stronger coordination within each country in the coming year.

The Sahel sub-regional office is fortunate to have a regional ICRC office located in Dakar covering five countries. This proximity facilitates communication and the development of good working relations. Support from the ICRC focuses on relief, dissemination, and tracing and family links, with some support for national society organizational development and programmes. All Federation activities for the year 2004 have been conducted in co-ordination with ICRC, whose regional office has set strengthening of relations with the Federation sub-regional office as its priority for the year 2004. This is a very encouraging gesture.

National Society Strategy/Programme Priorities

Within the Federation's core programme areas, the Sahel national societies selected the following priorities in 2002:

- Food security
- Mass mobilization activities against preventable childhood diseases
- HIV/AIDS
- Financial management
- Resource development within organizational development

Several national societies are in the process of moving away from purely voluntary organizations to a more professional status with separate governance and management and competent full time staff. This requires a careful balance between revision of statutes and daily procedures and other activities, which take time and a proper sequence of interventions and support. The national societies are also involved in policy development for the youth, volunteer recruitment, management, and retention. Thus, the 2004-2007 Sahel sub-region plan of action is built on the well-defined plans of 2002 implemented in 2003, lessons learned in the previous year, strategy changes for unsuccessful programmes and projects, and launching of new projects for which the national society has demonstrated capacity and Federation assistance. With the exception of Mauritania in this year's country-specific planning, there are no radical departures from the previous years' strategies and plans, only consolidation and re-enforcement of ongoing efforts and initiatives.

Strengthening the National Societies

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Health and Care

Sub-regional office support for health and care is detailed within the individual national society annual country appeals.

Disaster Management

The Sahel sub-regional office support for disaster preparedness is contained within the national society's annual disaster management appeals; support to respond to emergencies will be the object of special appeals. The Sahel sub-regional office relies on the Regional Delegation's Disaster Management Coordinator (DMC) and the Regional Disaster Response Team (RDRT) as first lines of support for responding to emergencies. However, support to national societies is still through the sub-regional office.

Organizational Development

Background and achievements/lessons to date

The national societies in West Africa have been enjoying Federation assistance for over ten years, during half of which the organizational development (OD) delegates were assigned to the Federation. In the past five years, the sub-regional focus on organizational development has been one of providing guidance to national societies on governance and management issues, and facilitation of development plans. However, the vast territory and complex political nature of many countries in the sub-region, as well as an ever growing needs of the vulnerable, organizational development support to the region never had the expected solid impact to enable the national societies respond in the most effective and efficient manner. The new

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sub-regional office structure has enhanced the Federation's offer to tailor the development needs of each national society, using its own resources as well as those within the sub-region. Based on the sub-regional choice of finance and resource development as its organizational development priority, the sub-regional office provided technical support to six national societies in 2002 and 2003. Results are already very concrete and encouraging, with national societies hiring or building capacities within finance staff, organized financial records, computerized accounting systems, conducted internal and external audits, and analysed resource generation options. The year 2004 will see a "full-circle" approach to the national society's financial reporting by linking guidance on finance system development to coaching on actual financial returns. This will strengthen the Federation's ability to coach and monitor the national societies' progress on actual financial management. Additional information on progress, lessons learned, plans and expected results for 2004 within finance and resource development are contained under individual country appeals.

Within overall organizational development, technical advice was provided in 2002 and 2003 through the head of sub-regional office, and through regional exchanges. The absence of an organizational development officer for most of the year limited the level of detailed planning that could be executed by end 2003. For 2004, specific organizational development goals and activities that are already known and developed are contained under annual country appeals, with other projected general activities being grouped under the expected results below. This is to ensure that the sub-regional office is flexible enough to be able to respond to national societies as they progress in their thinking and readiness to address certain issues.

Goal: To decrease vulnerability of people living in West Africa through their national societies improved service delivery.

Objective: To assist the Sahel sub-regional national societies in moving closer towards the characteristics of a well-functioning national society, through promoting development, capacity building and effective co-ordination of bilateral and multilateral support.

Expected Results:

The capacity of targeted national societies in the Sahel sub-region is strengthened through the professional guidance, technical assistance, and co-ordination services of a regional development officer who:

- Supports targeted national societies for their needs assessment and self-evaluation processes (SWOT⁴, VCA⁵, Self-Assessment).
- Supports the preparation of national society development plans and Cooperation Agreement Strategies (CAS).
- Supports national societies to develop appropriate work plans, programmes and funding strategies, and produce funding proposals as appropriate.
- Assists national societies develop appropriate branch structures to meet these needs, in terms of the number and location of branches, their internal structures and systems, and staffing.
- Assists national societies to develop and implement human resource management systems, including volunteers.
- Assists national societies to implement their 'Youth Strategy.'
- Supports the head of sub-regional office on co-ordination, governance, and integrity issues where these arise.
- Ensures coherence in approach between ongoing developmental activities and emergency relief support, as well as with all programmes supported by other partner national societies (ICRC, external, etc.).
- Creates and maintains a database of regionally-based resources (consultants, universities, institutions) for use in capacity building of national societies.
- Supports national societies to improve their reporting capacities to meet international expectations.

⁴ SWOT – Strengths, Weaknesses, Opportunities, Threats

⁵ VCA – Vulnerability and Capacity Assessment

Coordination, Cooperation, and Strategic Partnerships

Delegation Functions and Management

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Background and achievements/lessons to date:

The Sahel sub-regional office (Dakar), established in August 2001, ensures closer, more equitable support to the sub-region's national societies based on Cooperation Agreement Strategies and core programme objectives established within the Federation's Annual Appeals. The sub-regional office is attempting to support needs as efficiently as possible through tailored approaches to each national society, use of regional resources, and advocating on behalf of the national societies with current and potential partners. The sub-regional office is striving to maintain a healthy balance between efficient support and cost-effectiveness. In 2004, staff will include technical assistants in health, organizational development, finance and resource development, a head of office, and two support staff for administration and finance. In line with the regionalization strategy, the sub-regional office will rely on Federation staff for disaster preparedness and response, overall programme co-ordination, information, information technology (IT), reporting, and human resources.

Sub-regional office support to health programmes has been through a combination of funding and technical assistance for programme development and implementation; guidance on how to access global and other special funding sources for HIV/AIDS, meningitis vaccines, and social mobilization activities; facilitation to participate in regional and international training and conferences; and advocacy towards international partners with whom the Federation has signed collaborative agreements (UNAIDS, etc.).

Disaster response support is provided through the sub-regional office and in collaboration with the Regional Delegation disaster management co-ordinator where a disaster exceeds the national societies' capacity. Support was provided in 2003 to:

- Burkina Faso and Mali for their assistance to those fleeing conflict in Côte d'Ivoire
- Mauritania for its food security operation
- The Gambia for its response to storms
- Burkina Faso, Mali, Niger, Senegal, and Mauritania for flood operations

This relatively new work approach is effective as it ensures a closer link between the sub-regional office and the national societies, and complements technical support provided by the Regional Delegation.

The national societies are supported in Organizational Development (OD), based on their commitment towards change and innovation, with OD remaining their primary responsibility. Support is tailored to each national society's context and needs and may involve local and international expertise, peer support from neighbouring national societies and knowledge sharing. So far, general organizational development support has been provided mostly directly by the head of sub-regional office and through regional exchanges. A full-time development officer is required to meet the expectations of national societies. In 2002, a regional finance and resource development delegate helped all national societies in the region to assess their financial management capacities and resource development goals; the delegate has been assisting select national societies throughout 2003, and work will be on-going throughout 2004.

Experience has shown that many national societies appreciate the support of the sub-regional office, especially along the lines of representation and advocacy towards government authorities, local UN agencies offices and other operating partners. Given the small size of the number of national societies to serve, the sub-regional office can meaningfully assist each to increase its profile and co-ordinate with key players, as well as support them to maximize the advantage of the numerous global agreements signed by the Federation. This has been done through several channels, including individual visits to missions in each country, contacts and links made at regional and international forums.

In 2003, the sub-regional office co-ordinated the participation of all Sahel national societies in regional training initiatives:

- Federation Project Planning Process (PPP) - used by many to prepare their 2004 plans in Cameroon, Togo, and Ghana
- Regional Emergency Response Team (RDRT) training in French and English (Mali and Ghana)

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- Specialized SPHERE and advanced emergency response training for health personnel (Cameroon);
- Executive leadership training in Geneva for four national society representatives; and,
- Red Cross resource mobilization skills-sharing, held in Amsterdam.

In 2002 and 2003, the sub-regional working group, of the seven national society presidents and focal points for disaster preparedness, health, and organizational development was elected by the group. They worked together to orient and guide the regional office on the priorities of the national societies, and shared views on the best ways of addressing these needs by relying on resources within the region. The group is developing a strong identity marked by open debates and trust, which is expected to continue in 2004-2007. In addition, the office supported the Sahel sub-regional working group in organizing and conducting its two annual meetings which were used to develop sub-regional strategies spearheaded by the three sub-regional focal points, as well as to prepare for the 2003 general assembly, council of delegates, and international conference to ensure strong participation by the Sahel national societies. The office also served as the link to the regional delegation for the liaising of the Sahel sub-regional working group with the other sub-regional working groups, which have much to learn from the successes and lessons learned by the Sahel group so far.

Goal: The Federation offices in West and Central Africa are:

- Ÿ **Strengthening national societies to deliver services and advocate on behalf of vulnerable people,**
- Ÿ **Ensuring effective representation and advocacy, and**
- Ÿ **Building co-ordination, co-operation and strategic partnerships.**

Objective: The Sahel sub-regional office in Dakar is providing an optimal level of service to the sub-region's national societies by strengthening their disaster response capacities in meeting the needs of the most vulnerable through relevant programming. It also represents the Federation through partnerships and ensures effective managing and reporting on all resources.

Expected Results:

- Ÿ The presence of the Federation is managed by the head of office in the sub-region by providing support in health, disaster preparedness and response, and organizational development; initiated dialogue towards optimal national society support and built new business opportunities in favour of the sub-regional national societies.
- Ÿ The Federation effectively represented and advocated on behalf of the national societies and their populations to international organizations and partners.
- Ÿ The Sahel sub-regional working group met twice annually to share experience and advise the regional office on environmental trends, strategic directions, and other current matters of importance to the sub-region and Movement.
- Ÿ Administration, accounting, and financial management in the Sahel sub-regional office performed efficiently.
- Ÿ The Sahel sub-regional office produced timely, donor-oriented reporting: information bulletins, emergency appeals, programme and operations updates, annual and final reports, and donor-specific (pledge-based) reports.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

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Name: Sahel Sub-Regional Programmes

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	0	0	0	0	0
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	0	0	0	0	0
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	0	0	0	0	0	0	0
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	0	0	1,734	1,735	0	3,469
TRANSPORT & STORAGE	0	0	0	1,734	1,735	0	3,469
Programme Support	0	0	0	1,881	16,099	0	17,980
PROGRAMME SUPPORT	0	0	0	1,881	16,099	0	17,980
Personnel-delegates	0	0	0	0	177,636	0	177,636
Personnel-national staff	0	0	0	12,395	3,119	0	15,514
Consultants	0	0	0	0	0	0	0
PERSONNEL	0	0	0	12,395	180,755	0	193,150
W/shops & Training	0	0	0	0	20,000	0	20,000
WORKSHOPS & TRAINING	0	0	0	0	20,000	0	20,000
Travel & related expenses	0	0	0	6,824	18,000	0	24,824
Information	0	0	0	0	0	0	0
Other General costs	0	0	0	6,109	11,090	0	17,199
GENERAL EXPENSES	0	0	0	12,933	29,090	0	42,023
TOTAL BUDGET:	0	0	0	28,945	247,679	0	276,623