

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

SAHEL SUB-REGIONAL PROGRAMMES

23 April 2004

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries. For more information: www.ifrc.org

In Brief

Appeal No. 01.39/2004; Programme Update no. 1; Period covered: 1 January 2004 to 15 April 2004; Appeal coverage: 10.5%; Outstanding needs: CHF 247,679 (USD 196,000 or EUR 161,250).
[Click here to go directly to the attached Contributions List \(also available on the website\).](#)

Appeal target: CHF 276,623 (USD 207,754 or EUR 178,065).

Related Annual Appeals:

- [Burkina Faso; Appeal no. 01.32/2004](#)
- [Cape Verde; Appeal no. 01.33/2004](#)
- [Gambia; Appeal no. 01.34/2004](#)
- [Mali; Appeal no. 01.35/2004](#)
- [Mauritania; Appeal no. 01.36/2004](#)
- [Niger; Appeal no. 01.37/2004](#)
- [Senegal; Appeal no. 01.38/2004](#)

Programme summary: The Federation Sahel sub-regional office stepped up its development support to national societies in the region with the arrival of a regional development officer who has already begun demonstrating, to the national societies, the value of the successful launching of their evaluation and strategic planning processes. The head of the sub-regional office continues to promote an integrated approach of working with the national societies through team analysis and discussion of support strategies, problem solving and responses to developmental needs such as improved financial reporting which is beginning to bear fruits both at regional and national society level. Support for national society relief programmes (continuation of end-2003 floods operations) and health programming (social mobilization for national polio vaccination days, meningitis campaigns, and primary health activities) continues. Details of this support, as well as for finance and resource development assistance, are available in individual country programme updates. The sub-regional office continues to build on relations with partner national societies (PNS) and ICRC partners to allow for a truly coordinated approach to national society development. It is becoming clear that the sub-regional office strategy is well appreciated by national societies and their partners. To be able to ensure continued proximity, equity, and an efficient and effective approach to the region's seven national societies, the sub-regional office requires fuller funding to breach the financial gap it currently faces.

For further information specifically related to this operation please contact:

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed log frame documents).

All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

Office staffing was bolstered in February by the arrival of a regional development officer who has added significantly to the team and enabled more in-depth organizational development support to national societies in the region. The Gambia technical advisor completed his mission in March and handed over to the regional development officer. Six of the seven national societies of the region participated in the West and Central Africa Partners meeting in Accra which enabled them to exchange ideas with the other sixteen national societies of the region as well as to interact with current and potential partner national societies. The sub-regional office welcomed the DFID¹ programme officer for one week of in-depth exchanges and 2004 funding allocations for programmes supported by the British government. The officer also had meetings with Senegalese Red Cross representative, on the country's food security programme. Dakar hosted the Pan-African Youth and AIDS Forum, organized by the Big Seven Youth Alliance, of which the Federation is a member; over 20 national societies, including four from the Sahel sub-region, participated in this large partnership which seeks to address the HIV/AIDS epidemic by mobilizing youth from various organizations to have maximum impact in each country. The Sahel sub-regional office, like the other three sub-regional offices², and the regional delegation, was audited during the period. Results featured some areas for improvement, specific to the office, as well as many of a very general nature and applicable to improving all field operations and systems.

Organizational development

Goal: To decrease vulnerability 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 coordination 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:

1. Supports targeted national societies for their needs assessment and self-evaluation processes (SWOT analysis³, VCA⁴, and Self-Assessment).

Achievements

- In March and April, the Burkinabe Red Cross and Mali Red Cross, with the assistance of the regional development officer, conducted evaluations of their past three years' programming. Reports with detailed results available at the sub-regional office. Conclusions and recommendations will be used to complete the next stage of the strategic planning and cooperation agreement strategy process, which involves a wide group of

¹DFID – Department for International Development (U.K. Government)

² The Federation West and Central Africa region has established four sub-regional offices: Sahel (based in Dakar), Mano River (Abidjan), Nigeria (Lagos) and Central Africa (Yaounde).

³ SWOT – Strengths, Weaknesses, Opportunities, Threats (assessment methodology).

⁴ VCA – Vulnerability and Capacity Assessment is an International Federation risk assessment tool and process that can be used by national societies as a basis for their disaster preparedness and risk reduction planning.

stakeholders, and will lead to a national society programme and development strategy, with coherent project plans and budgets.

- With support from Concern Universal, a NGO based in Banjul, the Gambia Red Cross with coordination with the national society's technical officer and the regional development officer launched an evaluation and planning process; details are available from the sub-regional office. The process for Gambia Red Cross will be much the same as the one outlined for Burkina Red Cross and Mali Red Cross Societies.
2. 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.).
- The sub-regional office has worked to ensure coherence between the on-going floods operations in Mali, Burkina Faso, Niger, Senegal, and Mauritania and the national societies' development activities. This is done through analyzing action plans and budgets, monitoring financial reports and liaising with other partners on the ground (PNSs and ICRC among others).
 - The sub-regional office continues to build a strong relationship with the ICRC Dakar sub-regional office which covers five of the same countries. In January, the head of office participated in an ICRC regional meeting geared at harmonizing support within the five countries. Regular information sharing and joint meetings are ongoing, especially with regards to Gambia and Niger national societies. ICRC Mali sub-office participated in the recent Mali Red Cross programme evaluation exercise. The sub-regional office has also initiated regular communications with the ICRC regional office in Abidjan which covers Burkina Faso.
 - Strong collaboration continues between the Mali Red Cross and the Spanish Red Cross, and Danish Red Cross with Burkina and Senegalese National Red Cross Societies in the Mali programme evaluation exercise and the sub-regional office for support to the Burkina Faso evaluation and planning exercise, respectively.

There is not yet information to report on the following expected results, as most of these depend on progress to be made in the first three expected results.

- 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.'
- 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.

Impact

With the arrival of a regional development officer to coordinate the Federation's assistance to the national societies, the sub-regional office has intensified its support to these formerly "neglected" national societies. Initial indications are that the national societies are pleased with the outcomes of the first stages of their planning processes and look forward to the technical and financial support to carry through their strategic planning. These first steps are crucial in building trust and laying the foundations for a solid and coherent strategic and programme planning process. All efforts are being made to implicate national society partners as part of the Cooperation Agreement Strategy (CAS).

Constraints

- Initial indications are that the regional development officer's expertise is heavily solicited. This will likely require the involvement of additional human resources to meet all expectations.

Coordination and Implementation

Goal: The regional delegation, sub-regional offices and country delegations in West and Central Africa are strengthening national societies to deliver services and advocate on behalf of vulnerable people, ensuring effective representation and advocacy, and building coordination, cooperation and strategic partnerships.

Objective: Dakar sub-regional office is providing an optimal level of service to national societies in the Sahel sub-region by managing common Federation resources, representing the Federation, coordinating and communicating with national societies, supporting national societies in responding to disasters as they occur and in managing multilateral programmes for which the Secretariat has responsibility.

Progress/Achievements

1. 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.

Achievements

- Technical and financial support was provided to the Red Cross of Niger and the Burkinabe Red Cross for the National Vaccination Day social mobilization campaigns in February and March, subsequent to late last year's outbreak of polio cases. Financial support and monitoring was provided to Senegalese Red Cross' primary health care programme in Mbour district, including a field visit by the head of sub-regional office for the launch of a health hut in the village of Ndeye, and the national society's liaison regarding the [Africa Malaria Day](#) on 25 April 2004, which will be celebrated in the northern Senegalese region of Matam on behalf of the whole continent.
- On-going support and liaison was provided to five national societies completing their floods response operations ([Emergency Appeal no. 20/2003; Sahel Floods](#)) including organizing technical support to Mali, Niger, and Burkina Faso in the absence of a regional disaster management coordinator, reviewing plans of action and budgets as well as liaising on narrative reporting for Mauritania and Senegal.
- Since the arrival of the organizational development officer, in-depth support has been provided to Mali, Burkina Faso, Gambia, and Niger national societies. See above section for details.
- Six of the seven national societies, with facilitation by the sub-regional office, participated in the West and Central Africa Partners meeting from 1 to 3 March in Ghana. The forum was a good opportunity to catch up on progress within the other sub-regions, exchange views and plans with PNS present, and share knowledge on the best health, disaster preparedness and organization development practices in the region.
- As part of the CAS process, the Burkinabe Red Cross was supported to organize a "Round Table" partners meeting at end of February which sought to update partners on progress in the national society's restructuring process, present programme progress, discuss the national society's vision and goals, and seek support for its strategic planning process vis a vis presenting programmes for funding consideration. Attended by the head of the sub-regional office, the regional development and finance delegates, the Danish Red Cross, ICRC and the Burkinabe Red Cross staff and governance, the meeting provided a good opportunity to dialogue, stimulate debate, and clarify expectations for how the strategic planning and CAS processes would be approached. Support was pledged by the Danish Red Cross for the planning process, to which it hoped other sister societies would also contribute and participate as part of an active CAS process.
- The sub-regional office and the Gambia technical advisor assisted the Gambia Red Cross to organize a "Friends of Gambia Red Cross" meeting which took place in Accra, linked to the Regional Partners meeting. The new Gambia Red Cross Secretary General and President presented progress made by the national society in handling its management and financial crisis and gave a forecast of activities for 2004.
- The review of the national society programmes in three national societies (Mali, Burkina, and Niger) is enabling a more sound and comprehensive dialogue on better support than was previously possible.

2. The Federation effectively represented and advocated on behalf of the national societies and their populations to international organizations and partners.

Achievements

- The head of sub-regional office represented Federation members at the Big Seven Youth Alliance for AIDS forum.
- Federation liaised with Roll-Back Malaria partnership (WHO, UNICEF, CDC and World Bank among others), of which it is a member, for the recognition and inclusion of the Senegalese Red Cross in the activities of the Africa Malaria Day.
- The Federation assisted the Burkinabe Red Cross to liaise with its government to apply for meningitis vaccines from the International Coordination Group (ICG) stock, with national society as the donor, raising its profile and status.

3. The Sahel sub-regional working group met twice annually to share experience and advise the sub-regional office on environmental trends, strategic directions and other current matters of importance to the sub-region and Movement.

Achievements

- The sub-regional office is assisting the Sahel sub-regional working group⁵ Secretary and President to organize a meeting to focus on preparation for the Sixth Pan-African Conference⁵. The group will use the results of the PACV survey to further strengthen sub-regional programming and support, develop new initiatives/policies/approaches within each national society as part of knowledge sharing, discussing 2005-2008 planning process and revise the group's terms of reference.

4. Administration, accounting, and financial management in the Sahel sub-regional office performed efficiently.

Achievements

- The office regularly disseminates job postings, information from the Secretariat on statutory meetings and other important announcements to the national societies of the region.
- Budgets for all programmes with pledges have been prepared and submitted; funds, where available, are being transferred regularly to the national societies and a new system of providing specific feedback on the quality of the national society financial reporting has been initiated through a team approach between the finance officer and finance development delegate; no deficits have been created.

5. 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.

Achievements

- By the end of March 2004, the sub-regional office had produced two Operations Updates and one Annual Report for all country and sub-regional appeals in 2003; these were done in line with Federation reporting standards.
- Specific, pledge-based reporting was done in line with donor pledge specifications and as requested by partners.

Impact

- The national societies have continued to indicate their satisfaction with the sub-regional office and the closer proximity it has to them, as opposed to support which was previously channelled through the regional delegation covering 24 countries.

⁵ The Sixth Pan-African Conference will be held in Algiers from 8-13 September 2004. It will concentrate on the findings of a detailed review of implementation progress since the last conference (21-25 September 2000) in Ouagadougou, Burkina Faso.

- The national societies have adopted the sub-regional office as their first “port of call” which indicates that the office is providing valuable services and support.
- A momentum is developing within at least five national societies who are anxious to begin or complete their “professionalization” processes (separation of governance and management, statutes revision, hiring of professional and paid staff and strategic planning) which is encouraging, but also challenging to support.
- The Sahel regional working group continues to evolve into a more and more cohesive group with an important role in steering the sub-region.

Constraints

- The quality of support to the floods operation has been limited by the lack of a disaster management coordinator at the regional delegation.
- In-depth technical support in health and serious promotion of the Big Seven Youth Alliance is contingent upon the arrival of the regional health officer (under recruitment through a local firm) and the buy-in of the Region’s Youth and AIDS network (RANY-WA).
- There is a huge demand and need for organizational development technical support that already the new development officer is finding it a challenge to respond to all requests. It may be necessary to develop alternative sources of support to meet all expectations.
- As was foreseen, the financial management workload has become too much for one officer. This is because most programmes have been started and there are all funding needs are being channelled through the sub-regional office. Plans for recruitment of an assistant are underway.
- The ability to provide timely, donor-oriented reporting by the national societies and timely transfer of funds by the sub-regional office, have both continued to be a challenge in the sub-region given delays in communications, banking and the re-establishment of the regional finance unit at the regional delegation.

[Contributions list below; click here to return to the title page and contact information.](#)

Sahel Sub-Regional Programmes

ANNEX 1

APPEAL No. 01.39/2004

PLEDGES RECEIVED

02/06/2004

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

					TOTAL COVERAGE	
REQUESTED IN APPEAL CHF ----->				276,624		10.5%
BRITISH - GOVT/DFID GRANT 2004				28,945	29.01.04	SENEGAL DEVELOPMENT OFFICE DAKAR
SUB/TOTAL RECEIVED IN CASH				28,945	CHF	10.5%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	