

Plan 2009-2010



West Coast of Africa Regional Representation

Executive summary

The Federation's West Coast regional office, based in Lagos, Nigeria, covers seven National Societies (Benin, Côte d'Ivoire, Ghana, Liberia, Nigeria, Sierra Leone and Togo; support to the Liberian Red Cross National Society, or LRCNS, is covered in a separate plan). Programmes in this plan have been designed to ensure self-reliance systems and reinforce resources at the community level through strengthening of National Society capacities. The main focus of the planned programmes is to address the needs and roles of vulnerable people, especially people living with HIV (PLHIV), women, orphans and vulnerable children (OVC) as well as the aged.

The priorities in the West Coast region for 2009-2010 are guided by the Federation's Global Agenda goals and the Framework for Action. In addition, specific plans will be drawn from the Global Secretariat objectives and from the Algiers Plan of Action. This plan is a reflection of the needs emanating from this context and based on the National Societies' own strategic development plans (SDP) and Cooperation Agreement Strategies (CAS). Programme approaches which build on the existing partnerships and structures established over the past years will be taken into consideration, and new partnerships will be encouraged by drawing from lessons learned and employing new innovative ways of carrying out activities.

The commitment to ensure that West Coast National Societies scale-up their activities demands that all stakeholders rise to the challenges that conflicts, disasters, population movements, poverty, food insecurity, HIV/AIDS and health related challenges across the region pose to the traditional ways of providing assistance. The West Coast regional office key areas of support to the National Societies shall be to assist them in designing relevant disaster management and health strategies which shall lead to the reduction in the number of death, injuries and impact from disasters, diseases and health emergencies. It is critical that continued multi-sectoral and integrated assistance is provided to increase capacities at the community level to enable vulnerable people in the West Coast region to better cope with the inherent risks that they face.

Regional context

Insecurity and slow peace building processes following many years of conflict in the region constitute a great concern in the West Coast region. The region is known for unstable democratic structures, communal clashes, civil conflicts and non adherence to frameworks to improve good governance and accountability. With unemployment on the increase, unemployed youths have resorted to activities such as abduction, violence, theft, and destruction of state property to pass across their messages to the state authorities. This has inevitably resulted in increased population movements and a general lack of security and peace. Despite the expectations for improved food security, vulnerabilities remain primarily due to complex linkages between the spread of HIV and AIDS pandemic, food insecurity, natural and man-made disasters, governance and the decline in social service provision. Child prostitution is exceedingly high in some countries in the region. While varying across the countries in the region, the

West Coast of Africa region as a whole is making slow progress in terms of economic and social development and the number of people living below the poverty line has increased.

According to the UNDP 2007/2008 Human Development Report, the region has a high percentage of people living below a dollar a day and public health facilities are inadequate to take care of the increasing population that is continually threatened by diseases, hunger and deaths. Nigeria has the highest percentage of population living below a dollar while Côte d'Ivoire has the lowest percentage of children enrolled in schools and Sierra Leone with the lowest life expectancy (41.8 years).

Table 1: Global Human Development Report (UNDP Human Development Index)

Country	HDI Ranking (Low income group)	Population (Millions)	Life expectancy at birth (Years)	Human Poverty Index (HPI-1) 2004	GDP per Capita (USD)	Combined school enrolment ratio (%)
Benin	163	8.2	55.4	47.6	1,141	50.7
Côte d'Ivoire	166	17.9	47.4	40.3	1,648	39.6
Ghana	135	21.7	59.1	32.3	2,480	50.7
Nigeria	158	140.1	46.5	37.3	1,128	56.2
Togo	152	6.0	57.8	38.1	1,506	55.0
Sierra Leone	177	6.3	41.8	51.7	806	44.6

National Society priorities and current work with partners

The general goal of National Societies is to ensure that all programmes focus on the needs of vulnerable populations and are in line with the Global Agenda goals of the Federation. National Society priorities for 2009-2010 are to consolidate and scale-up activities in the core programme areas of health and care, disaster management, organizational development and humanitarian values and principles. National societies shall continue to scale up their health and care activities to alleviate illness and death by focusing on maternal and child health, malaria, water and sanitation and public health in emergencies. They will also continue to combat HIV/AIDS and Tuberculosis through awareness activities. Great priority shall be accorded to community based first aid as more attention is being given to capacity building at community level. As part of effort to scale up activities against HIV/AIDS, the Nigerian Red Cross Society (NRCS) is already part of the Global Alliance on HIV/AIDS and the Togolese Red Cross already indicated interest. Other National Societies are planning to join the Alliance soon.

National Societies will also focus on strengthening the capacity of their volunteers and raise communities' awareness in disaster preparedness and response in the region. Training and equipping disaster response teams in the region shall be strengthened while disaster risk reduction at the community level shall be encouraged.

Food security forms part of National Society activities. Food insecurity in some countries has led to population movements within the region. Some National Societies are working in collaboration with government agencies to find a way of reducing the effects of food crisis.

National Societies shall be encouraged to strengthen their capacities through organizational change management, development and volunteer management to make them well-functioning National Societies.

National Societies have been actively participating in the promotion of the humanitarian Values and Principles of the Red Cross through public awareness campaigns, bulletins and newsletters. National societies shall give priorities to initiatives to address the issues of sexual and gender-based violence

and sensitize populations on women and children rights. They shall also encourage gender equality and women empowerment in line with the Millennium Development Goals (MDG).

National Societies have been working in partnership with partner National Societies, UN agencies, NGO and government agencies in their respective countries. They have also been working with other Movement partners such as the ICRC and the Federation. The Department for International Development (DFID) has been supporting some National Societies in disaster preparedness and response through its Institutional Strategy III project. The Swedish Rescue Service Agency (SRSA) in collaboration with the Swedish Red Cross is also partnering with the Nigerian Red Cross, Sierra Leone Red Cross and the Liberia Red Cross in disaster management capacity building. It is a pilot project launched in 2008 and is expected to reach other National Societies in the region. The Finnish Red Cross is also supporting in disaster management. Some National Societies are collaborating and working on bilateral agreement basis. Partnerships with government agencies have been strengthening cooperation and coordination of activities of the Red Cross in alignment with government policies on health and disaster management.

Secretariat supported programmes in 2009-2010

The Federation's priorities in the region are guided by the Federation's Global Agenda goals and the Framework for Action. In addition, specific plans will be drawn from the global Secretariat objectives, and in the spirit of the Algiers Plan of Action, thus:

- Building and strengthening the capacity of National Societies through national society organizational change management, including strong organizational capacity development and volunteer management;
- Intensified capacity building;
- Scaling up ARCHI 2010 interventions, including HIV and AIDS, water and sanitation (watsan), community-based health programme (CBHP) and malaria interventions;
- Effective food security interventions covering long-term sustainable development, effective disaster preparedness and mitigation;
- Coordination, cooperation and building strategic partnerships;
- Effective representation and advocacy;
- High quality governance support; and
- Effective Federation management.

A high priority will be the regional representation role as a coordinator of the Cooperation Agreement Strategy (CAS) process that facilitates harmonization of external Red Cross partnerships in priority areas and encourages National Societies to retain ownership of their development process while strengthening their capacity to deliver services.

The total 2009-2010 budget is CHF 16,698,900 (USD 15,264, 078 or EUR 10,636,243) (Click here to go directly to the attached summary budget of the plan).

Disaster Management

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, injuries and impact from disasters.

The disaster management programme budget is CHF 2,581,979 (USD 2,360,127 or EUR 1,644,572).

Programme component 1: Community preparedness/Disaster risk reduction
Component outcome 1: Vulnerabilities and capacities of target communities are known and preventive measures are taken to mitigate and respond to them in the most appropriate ways.
Component outcome 2: Community-based disaster management committees (CBDMC) have

been established at community level by National Societies.

Component outcome 3: Risk reduction activities are sustained through CBDMC empowerment.

With the region constantly at risk of natural and man-made disasters, National Societies in the region are now intensifying efforts to strengthen their capacities in disaster management at grass roots level. The West Coast regional office will continue to support National Societies in building the capacities of the communities in this regard.

Programme component 2: Organizational preparedness and response

Component outcome 1: National societies in the region have developed and maintained a disaster management data base.

Component outcome 2: A national disaster management system assessment is conducted using the well-prepared national society (WPNS) self-assessment tool in Sierra Leone.

Component outcome 3: A RDRT/NDRT database is developed for effective disaster response in the region.

Component outcome 4: The quality of pre-positioned relief items by the National Societies in the region for distribution during disasters conforms to SPHERE standard.

Component outcome 5: The rapid interventions of National Societies in the region have reduced the morbidity and mortality rates caused by disasters.

Component outcome 6: National societies have prepared contingency plans and risk-mitigating activities with the communities sensitized on the risks.

The West Coast regional office shall support and facilitate training needs of National Societies in the region and develop a good disaster preparedness strategy in the region. A pilot project has already started in Liberia, Nigeria and Sierra Leone in collaboration with the Swedish Rescue Service Agency (SRSA) and the Swedish Red Cross.

Programme component 3: Disaster planning

Component outcome 1: National societies have carried out the mapping of food insecurity risk areas in the region and have developed food security strategy.

Component outcome 2: National societies in the region have established an early warning system for disasters.

Component outcome 4: National societies have provided training and supported communities in livestock farming and animal traction.

Lessons learned from various disaster responses have served to develop and identify priorities for 2009-2010. The Federation representation will continue to support and coordinate regional planning against disaster in the region.

b) Profile of target beneficiaries

In line with strategic disaster management system of National Societies in the region, the target beneficiaries of the Red Cross disaster interventions are mostly vulnerable communities who are exposed to natural disasters. These are mostly children, women, the aged and people with physical disabilities. In line with the Federation's Strategy 2010, the National Societies will continue to strengthen staff and volunteers' knowledge in disaster preparedness and response capacity. Target communities will benefit from the community based disaster preparedness. Activities under disaster management will target about 4,000,000 beneficiaries in the region.

c) Potential risks and challenges

The implementation of activities of National Societies' disaster management programmes depends mainly on external funding. Timely availability of funds will enhance early preparation and implementation of these activities. The West Coast office encourages National Societies to strengthen their internal revenue base. Most National Societies in the region lack the necessary human capacity in disaster management. Trainings shall be organized on a regular basis for staff, volunteers of the Red Cross as well as community people. The volatile security situation in some countries could constitute a big challenge to programme implementation. Access to disaster areas during crisis is often difficult. National societies will continue to work in collaboration with governments in this regard.

Health and Care

a) The purpose and components of the programme

Programme purpose: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is CHF 5,938,048 (USD 5,427,831 or EUR 3,782,196).

Programme component 1: HIV/ AIDS

Component outcome: Vulnerability to HIV and its impact is reduced by preventing further infections, expanding care, treatment, and support, and reducing stigma and discrimination.

The West Coast regional office shall continue to assist the National Societies to scale-up their efforts in reducing vulnerability to HIV and its impact. This will be done by encouraging all National Societies in the region to be part of the HIV Global Alliance (GA) in the coming years. Presently, the Nigerian Red Cross Society is the only national society in the region to be part of the Alliance. Togo and Côte d'Ivoire have shown interest to join in 2009 and others in 2010. Besides, the Federation shall support the National Societies in preventing further infections through peer education, community mobilization, information, education, and communication (IEC) for targeted vulnerable groups and promoting voluntary counselling and testing (VCT). It shall also support National Societies in expanding care, treatment, and support (workplace programmes and prevention education) as well as reducing stigma and discrimination (comprehensive home-based care programmes, including support for orphans and vulnerable children, nutrition and antiretroviral treatment). The Federation shall encourage all other National Societies yet to join the GA to keep carrying out activities to increase awareness on HIV/AIDS.

Programme component 2: Community based health and first aid

Component outcome: Increased "healthy communities" capable of coping with health and disaster challenges achieved through community based integrated health and first-aid activities

The continued reinforcement of community based programmes and the volunteer basis of National Societies have to go hand in hand with any project implementation and the regional representation of the Federation will support National Societies in carrying out this double task to ensure ongoing capacity building get to the volunteers at community level in line with ARCHI 2010. The new CBFA training manuals will be available during the second half of 2008 and will provide the basis for volunteer training at national society level. All National Societies are presently carrying out CBFA activities as this is considered as entry point to communities.

The Red Cross community based health programme will increase awareness and reduction of stigma associated to TB/HIV through advocacy, communication and social mobilization. Through the different programmes within the National Societies, child mortality will be reduced, whilst maternal health is improved through the expansion of mothers clubs in more communities. Malaria and communicable diseases such as polio and measles will be reduced and close to elimination through increased uptake of integrated immunization services during mass vaccination campaigns with LLITN distribution and routine immunization services.

Although National Societies are not involved in psychosocial support, the West Coast office will in 2009-2010 encourage National Societies to set up programmes so that people have access to social and mental health services to reduce mental health morbidity, disability and social problems.

Finally, the West Coast office, through the Zone office In Dakar will strive to ensure that global partnerships for development has been attained with all the National Societies implementing community based health and first aid.

Programme component 3: Health in emergencies

Component outcome: Improved access to curative and preventive health services in the target communities.

Further increase in capacity in disaster preparedness and response throughout the region will generally be developed in 2009-2010. Health crisis like cholera or meningitis outbreaks are recurrent in the region and other disasters with health related impact like floods and population movements are often encountered. In addition, the recent threat of avian influenza and a possible human influenza pandemic add to the need for increased preparedness and response capacities. The West Coast office will intensify its efforts to strengthen National Societies' capacities in conformity with the commitment of making them well prepared National Societies for these eventual health crises. Three National Societies in the region, namely Côte d'Ivoire, Ghana and Sierra Leone are actively involved in public health emergency (PHE) activities to increase their capacity in preventing and/or responding to health emergencies such as cholera, avian Influenza and meningitis. This will be in line with the West and Central Africa health strategy with the objective of putting in place effective mechanisms that can enable effective handling of eventual public health crises. In addition, Côte d'Ivoire, Liberia and Togo which are most affected by yellow fever in the past, will be training volunteers to respond to possible epidemics and conduct mass immunization campaigns. Also, the emerging diarrhoeal disease unit to be based in Dakar will also help the National Societies to prevent and or respond to cholera in a timely, effective and efficient way.

Programme component 4: Water and sanitation (WatSan)

Component outcome: Access to safe water and sanitation services in the target communities is improved.

Water and sanitation programming is gradually scaling up in West Coast region. The National Societies of Nigeria and Côte d'Ivoire have planned lots of activities for the coming years. The Nigeria watsan project gets funding support from Shell; the Côte d'Ivoire project is funded by Shell and Nestlé. SLRCS will be carrying out watsan activities but on a smaller scale. Activities for 2009-2010 in these countries include rehabilitation of wells and boreholes and construction of latrines. The regional representation in collaboration with the Zone office shall also be supporting watsan projects in the region through participatory hygiene and sanitation transformation (PHAST).

b) Profile of target beneficiaries

The beneficiaries of the regional health programme estimated at 6,000,000 in 2009-2010 are under the responsibility of the National Societies. Coordination and outside representation will enable the health programmes in the region to further develop and therefore ultimately achieve the Global Agenda Goal 2. Most activities of the region, planned by health manager will be implemented through the National Societies. The target population in each national society will be the most vulnerable, which includes foremost children under the age of five, pregnant women and the elderly.

c) Potential risks and challenges

Risks and challenges at regional level are mainly centred on funding, which in turn impacts on human resources. The availability and sustainability of funding is a continuous challenge to programme implementation. The human resources basis for technical support is concerned by this and solutions will need to be identified to mobilize funding through external project and programme funding (e.g. GFATM, GWSI). The absorption capacity of National Societies for increased funding is certainly another challenge. Though sometimes substantial funding might be available, the technical support to National Societies, including OD support, will need to bear in the mind of National Societies' capacity throughout the implementation period to avoid vertical programme implementation which will not have the desired effect of National Societies' system strengthening.

Organizational Development/Capacity Building

a) The purpose and components of the programme

Programme purpose

Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability
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The Organizational Development/Capacity Building programme budget is CHF 3,564,838 (USD 3,258,535 or EUR 2,270,597).

Programme component 1: Programme development and management capacity

Component outcome: Regional training on programme/project strategic development is organized for National Societies.

Priorities under capacity building will be drawn mainly from the organizational needs of National Societies. National societies in the region yet to revise their strategic development plan will be supported in this process. The West Coast office will continue to assist National Societies in their intensive capacity building process.

Programme component 2: National Society leadership capacities improvement.

Component outcome: Members of governance have clearly understood their role as stipulated in the statutes.

The Federation will facilitate and encourage strong leadership and good governance in National Societies by facilitating good governance workshop for members of governance. In order to save National Societies from organizational decline and restore them as well-functioning organizations, the West Coast office will largely support and facilitate the review of their constitutional and legal bases.

Programme component 3: National Society systems, procedures, staff and financial sustainability.

Component outcome 1: Efficient and effective management and administrative system is in place in all the National Societies in the West Coast region.

Component outcome 2: Improved financial management system is in place in all National Societies in the region.

Component outcome 3: Income generation for sustainability is enhanced.

The Federation will support and facilitate the putting in place and sustainability of adequate financial and administrative systems and procedures in the National Societies. The regional office will encourage and support National Societies in their financial development process and staff training. The SLRCS is presently developing its financial system with support from the Federation while the recruitment process for a finance manager is on going in Côte d'Ivoire. The West Coast office will continue to advice and support other National Societies in the region on the importance of a strong financial management system as a veritable tool of resource mobilization. National societies will be encouraged to develop human resources and volunteer management policies and procedures for effective management of their human resources. In this regard, a volunteer development management department has been created by the Côte d'Ivoire Red Cross with support from the Federation and the Netherlands Red Cross.

In the efforts to enhance the funding bases of National Societies, the management of each of the national society will be encouraged to increase their income generating activities. Lessons learned in other successful National Societies in this area of revenue generation will be shared with interested National Societies.

Programme component 5: National Society grassroots units and services development.

Component outcome: Local branches are strengthened to improve service delivery to communities.

The Federation will continue to support National Societies in the development of strong and effective volunteer network. Mothers' clubs and school unit structures have proved to be an effective tool in reaching vulnerable communities with Red Cross activities. The West Coast representation will continue to provide technical support to National Societies to strengthen their grassroots units for better service delivery. The process of decentralization and strengthening of local branches have already commenced in Sierra Leone and Liberia. Other National Societies in the region will be encouraged in

this direction. National societies will be assisted in the areas of volunteer policy development, training of volunteer management officers and data base for volunteers' initiative.

b) Profile of target beneficiaries

Beneficiaries of this programme are members of governance, management and volunteers of National Societies at all levels. The impact shall be measured on the quality of services delivered to vulnerable populations. Federation supported activities of National Societies is expected to reach about 900,000 beneficiaries.

c) Potential risks and challenges

Inadequate funding to carry out OD/CB activities at branch level, non compliance with procedures, lack of commitment and effective monitoring and evaluation system are challenges National Societies are facing.

Principles and Values

a) The purpose and components of the programme

Programme purpose
Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

The Principles and Values programme budget is CHF 3,429,884 (USD 3,135,177 or EUR 2,184,639).

Programme component 1: Promotion of humanitarian principles and values.
Component outcome: Fundamental principles and humanitarian values are disseminated.

The Federation regional representation has been actively supporting National Societies in the promotion of humanitarian values and fundamental principles. Public awareness campaigns and sensitization of public authorities and civil society and communities have increased in recent past. National societies will improve their partnerships with media in promoting humanitarian values and the image of the Movement.

Programme component 2: Anti-discrimination and violence prevention/reduction
Component outcome 1: Improved respect for child and woman's rights.
Component outcome 2: Cases of gender based violence and discrimination against war affected people have reduced in the region.

National societies in the region shall intensify efforts to make communities understand the negative effects of sexual and gender-based violence. Through counselling and awareness activities, National Societies in the region shall intensify campaign against child marriage in target communities. The West Coast representation will support collaborative and coordinated efforts among the National Societies in their campaign against child trafficking. The SLRCS will continue to receive support from the Federation in the rehabilitation projects for victims of war in Sierra Leone.

b) Profile of target beneficiaries

The target direct beneficiaries under this programme are mainly children, women and people who are physically disabled with the target estimated at 226,000. In Sierra Leone, some 2,000 war amputees will continue to be reintegrated and empowered through the war amputees reintegration and empowerment (WARE) programme. Support to beneficiaries includes the provision of sustainable livelihood, school fees, education, training and psychosocial support. Structures and shelters are provided for beneficiaries to strengthen social cohesion while farming implements, rice and other staple food are provided as initial support to boost cultivation, income and sustainable living standards of beneficiaries. The age groups vary from 18 to 55 and include both women and men. Beneficiaries are also equipped with knowledge and awareness on human rights and gender equity. Other groups of

beneficiaries are staff and members of National Societies and the general public including the media. Over 3,000,000 people are expected to be reached with Red Cross humanitarian messages.

c) Potential risks and challenges

Like in other programmes, funding is one of the major challenges facing implementation. The prolonged experience of international support and lack of favourable environment have affected the ability to explore local fundraising activities which has resulted in donor dependency. Short-term *ad hoc* support from partners makes long-term planning extremely difficult and uncertain. Some cultural beliefs, government policies and traditional practices clash with the Fundamental Principles that affect the ability of National Societies to deliver humanitarian services to the most vulnerable people.

Role of the secretariat

The Secretariat budget for its support role is CHF 1,184,150 (USD 1,082,404 or EUR 754,235).

a) Technical programme support

The West Coast regional representation shall be supporting National Societies' capacity building. It will also lead in effective coordination of bilateral and key partners and in the development of strategic partnerships with key stakeholders. The support to National Societies shall also focus on the development of sustainable human and material resources.

b) Partnership development and coordination

The West Coast regional representation will act as a central coordinating and facilitating body for the Federation in the region. It will work with National Societies and partners in the region to strengthen coordination, planning and harmonization of activities.

Networking with local organizations, the UN system agencies, international organizations and foreign missions and embassies accredited to Nigeria has been largely successful. It is anticipated that cooperation and partnerships will be enhanced, following partnerships meetings.

Harmonization of planning with ICRC has commenced as the region enters the 2009-2010 planning period. Joint planning with partners is the key to successful integration and implementation of programmes. The Federation continues to work under the West Coast Regional Group Network, harnessing and coordinating the bilateral roles and initiatives of PNS. This ensures that effective and high-impact support is rendered to National Societies in their programmatic sectors.

In addition to this regional coordination, a mechanism will be established to ensure that its priorities remain responsive to National Societies' membership base and that National Societies are empowered to reach more vulnerable people. Coordination and constant engagement with Partner National Societies (PNS), with bilateral programmes and other key stakeholders, including UN agencies, will be strengthened.

c) Representation and Advocacy

The West Coast regional office shall continue to strengthen representation and advocacy activities in the region. The office will endeavour to represent and promote visibility to the work of the Federation and National Societies in service delivery and advocacy in favour of the most vulnerable. It will attempt to influence the humanitarian agenda by identifying critical issues and developing and advocating ideas and solutions as appropriate. The aim is to position National Societies and the Federation as leading humanitarian organizations and in turn create the basis for more effective partnerships.

Contacts with governments, diplomatic missions, international organizations, NGOs and media organizations in the region will be strengthened. Federation presence will be used for profile raising, strengthening partnership opportunities and promoting Federation's policies.

Country and regional meetings, particularly meetings with the West Coast Regional Group and the West and Central African Red Cross Network, Economic Community of West African States

(ECOWAS) and meetings with UN organizations, will be used as a platform for championing Federation's policies and position.

Major events such as the World Red Cross and Red Crescent Day, World Malaria Day, World AIDS Day and the World Disasters Report will continue to be utilized successfully to profile Movement activities. The Regional office shall encourage National Societies in enhancing their visibility through their magazines and bulletins. It is envisaged that the zone's magazine will be effectively utilized to promote the activities of the National Societies in the region and also promote. Media contacts will remain an important part in publicizing the work of the Red Cross and Red Crescent. Advocacy issues need to be further promoted, especially on the issues regarding HIV/ AIDS, disaster management, anti-discrimination and violence prevention.

The Federation regional representation will strive to develop and expand links with all stakeholders (local and international media, diplomatic missions, civil society, local authorities, NGOs and the corporate sector) and secure coverage of disasters and emergency situations as well as events and/or activities linked with Federation campaigns and advocacy issues.

Advocacy work will be done bearing in mind that results will be achieved partly through building capacities within National Societies to advocate, communicate and establish their own external relations, including the critical relationship with their respective governments.

Promoting gender equity and diversity

National societies' programmes have been gender-inclusive using the Fundamental Principles and Code of Conduct in all its operations. The West Coast regional office will continue to give technical support to National Societies already involved in the concept of mothers' clubs while encouraging others to share the experience.

Peer education, anti-HIV/AIDS clubs and the various activities designed for youths and women are all geared towards the promotion of gender equity and diversity. The Child Advocacy and Rehabilitation (CAR) and WARE are some of the projects the Federation shall continue to support in this regard. National societies have also been fighting sexual and gender-based violence. The mothers' clubs have been designed to ensure and sustain women participation in all programmes that touch their lives: immunization, malaria, poverty alleviation, water and sanitation. The Federation will continue to encourage National Societies in gender consideration among its volunteers, staff, and members of governance at all levels.

Quality, accountability and learning

National societies have the overall responsibility for their projects. They are responsible for the direct implementation of project activities, staff and volunteers. National societies will work with local partners, local authorities and communities in projects' implementation.

While National Societies will be the primary implementing agencies for programmes, the Federation regional office will provide project management support and technical direction. The office will also be accountable for financial management and procurement and responsible for monitoring and evaluation of projects as well as providing narrative and financial reports to donors. The regional office will manage Federation programming and resources in support of National Societies' organizational development, integrated health and care programme, operational alliances, regional disaster response, intensified capacity building and membership services. In the area of institutional capacity building, efforts will be directed to supporting the implementation of National Societies' self-assessments and organizational audits.

The field management support team needs to have the capacity to provide services in human resources and the strengthening of reliable information technology communications networks. Planning, monitoring and accountability for all programmes in any country are an essential management function. Donor identification with individual projects is growing and donor reporting is becoming increasingly demanding. The need for skills and capacity to cover these needs is an essential management

function. The Federation will support National Societies to ensure compliance. It shall promote the sharing of lessons learned and best practices among National Societies.

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

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