## A. SITUATION ANALYSIS

### Description of the disaster

Senegal, like many Sahelian countries, has suffered the negative effects of this major crisis because of its biophysical and economic situation further weakened by climate change. The issue of access to sufficient quantity and quality food, especially for the most vulnerable population, has become more complex due to the recurring food and nutrition crisis. Linking food security and resilience has thus become central to the overall problem of "poverty reduction and development". According to the Harmonized Framework focusing on the analysis and identification of risk areas and food and nutrition insecure population in the Sahel and West Africa (CH), as well as the regional analysis of the food and nutritional insecurity situation during March-May 2017 period and the projected one regarding June-August 2017, the food consumption has been generally satisfactory except in the Lake Chad Basin, in some areas in Niger, Mali and Senegal. However, despite the announcement of a good cereal production, many departments have experienced a tense food situation with very poor access strategies to food. The March 2017 Harmonized Framework map showed an under pressure phase 2 situation and a projected one for the period June-August 2017 with areas in crisis phase 3 in Senegal. According to forecasts, this slightly tense current situation was supposed to worsen during the projected period July-August September 2017 with seven (7) departments in crisis phase 3 and thirty-two (32) under pressure including two (2) in minimum phase. Two departments among the seven (7) concerned, namely Goudiry and Bamby were the main areas where a DREF intervention was requested.

The deterioration of food security situation was projected to be partly due to the deterioration of food access with rising prices combined to the depletion of stocks. Besides, there has been a worrying nutritional situation with regard to the historical series of nutritional data (2010 to 2015). According to forecasts, a total of 830,000 people, 7% of the population, were at risk to be in crisis during the lean season. The deterioration of food access was projected to be accentuated by the decline or elimination of some income sources.
In view of the above situation, on 11 August 2017, the Disaster Relief Emergency Fund (DREF) of the IFRC launched a DREF Operation for CHF 207,880 to support Senegal RC in providing food and preventive nutrition activities for 1,522 households in Goudiry and Bambey, to enable the affected population to survive and meet its immediate needs.

The major donors and partners of the DREF include the Red Cross Societies and governments of Australia, Austria, Belgium, Britain, Canada, Denmark, Finland, Ireland, Italy, Japan, Luxembourg, Monaco, the Netherlands, Norway, Spain, Sweden and the USA, as well as DG ECHO, the UK Department for International Development (DFID), AECID, the Medtronic and Zurich Foundations and other corporate and private donors. The IFRC, on behalf of Senegal Red Cross Society (SRCS), would like to extend many thanks to all partners for their generous contributions.

**Summary of response**

**Overview of Host National Society**
The Senegalese Red Cross Society (SRCS) is present in Senegal’s 14 regions and 45 departments. Strong of almost 27,000 volunteers, it is known and carries out relief activities right into the most remote areas of the country. Its presence and geographical coverage area make it an organization close to the communities regarding emergency intervention, assistance, relief and community capacity building.

The National Society’s strengths remain its community anchorage in the targeted areas, its environment knowledge, its resources precisely human resources and infrastructures as well as a strong experience in the prevention of food security and nutrition issues. In partnership with IFRC and DG ECHO, SRCS already carried out, three malnutrition and food insecurity programs through which it assisted 3,700 vulnerable households in 2014 in Goudiry department, 7,200 households in 2016 in Tambacounda region and 1,600 households in Goudiry during the same year. These programs enabled to identify and support pregnant and lactating women (PLW) as well as children at risk of malnutrition.

In response to the food crisis, the actions already undertaken by the National Society by the time this DREF operation was launched were as follows:

- The participation in the harmonized framework (Cadre harmonisé) country analysis
- Rapid assessments in the areas classified as at risk
- Participation in country coordination meetings
- Early warning of Red Cross branches and the mobilization of Red Cross volunteers

**Overview of Red Cross Red Crescent Movement in country**
- IFRC, through the Sahel Cluster provided technical assistance to the SRCS operational team for a better organization. IFRC also deployed a RDRT to support the National Society in the implementation of the response activities. Additionally, IFRC Sahel Cluster usually seized the opportunity of Red Cross Movement coordination meetings to share information regarding the implementation with PNSs as well as ICRC.

- Partner National Societies (PNSs) are very well established in Senegal and support the National Society to carry out its projects and programs. Regarding food security and nutrition, the French, Belgian and British Red Cross Societies provided technical support and resources to the National Society. The French Red Cross (FRC) for example, shared documentation on the food security situation and nutrition’s evolution in Senegal. It is worth adding that both the Senegalese Red Cross Society and French Red Cross shared in 2012 an experience related to the detection and management of severe acute malnutrition in Diourbel and Tambacounda regions. As for the Spanish and the British Red Cross Societies, they played an active part in the development of assessment tools for this DREF operation. The Swedish Red Cross financially supported the rapid assessment conducted in Saint-Louis and Matam regions, which were not covered by this operation.

- The following actions were also been undertaken under the banner of Red Cross Movement in country:
  - A workshop was held in Ouagadougou on how to work differently regarding Food Security and Nutrition and discuss an action plan for a three years programme including emergency response.
  - Launching an alert on food security and nutrition in IFRC Disaster Management Information System (DMIS)
  - Discussing with several partners (PNSs, ECHO, etc.) regarding resource mobilization and possible participation in the Movement coordination meetings.

**Overview of non-RCRC actors in country**
The Senegalese Government, through the Executive Secretariat of its National Food Security Council (SE-CNSA), conducted assessments on food security and nutritional situation at national level and provided data to the Harmonized Framework. It is based on this analysis that the Government distributed family aid equalling 135,000 FCFA to households
categorized as the most vulnerable in Bambey and Goudiry departments, as support for the lean season. The government is supported by other partners such as CILSS/AGIR, FAO, WFP, UNDP, ACMAD, AGRYMETH, Calp, GFCS, ECHO, OCHA, OFDA, and government organizations. It is noteworthy to state that the Community management boards of the Senegalese Red Cross and WFP have been conducting, for more than five years now, food security and relief programs for vulnerable populations affected by Climate Change in Senegal.

Needs analysis and scenario planning
The needs analysis for this DREF operation was based on the latest harmonized framework (Cadre Harmonisé) published in March 2017, outlining the situation covering the period of March to May 2017 and the projected situation for the months of June-August 2017. The analysis was also based on the rapid assessments conducted by the National Society in the regions of Saint-Louis, Matam, Tambacounda and Diourbel. These regions were facing food insecurity. The situation in Tambacounda and Diourbel were alarming as no partners were intervening in those regions as far as food security was concerned. Therefore, based on the harmonized framework regarding Senegal and the food security and nutrition situation which was globally alarming, food distribution actions were planned to be carried out for 9,893 though this DREF operation. A total of 1,500 women and 900 children under 5 years old were concerned by the awareness raising activities on nutrition and promotion of essential family practices.

B. OPERATIONAL STRATEGY

Overall objective
The overall aim of this operation was to provide food and conduct preventive nutrition activities for 1,522 households, in order to enable the affected population to survive and meet its immediate needs.

Proposed strategy
To ensure a smooth implementation of the DREF operation, a participative approach was adopted, focusing on communication and capacity building. The deployed RDRT, together with the Senegalese Red Cross Society (SRCS) operational team, conducted field activities and contributed in developing tools. The operation was mainly conducted in two departments (Bambey and Goudiry) and included the below main activities:

- The development of a working plan between the RDRT, his counterpart and the two zones’ supervisors;
- Briefing of SRCS staff and volunteers involved in the operation;
- An NDRT training focusing on food security and health nutrition involving Senegalese Red Cross volunteers;
- The meeting with administrative authorities, followed by information exchanges with the Chief Doctor of the two departments, the Directors of the Agriculture and Social Action departments, the deputy préfets and the heads of NGOs intervening in the target areas;
- Working sessions with the chiefs of districts and the villages;
- Village assemblies;
- The installation and the reactivation of CVAC (Communities’ Surveillance and Warning Committees).

C. DETAILED OPERATIONAL PLAN

Early warning and preparedness for the emergency intervention/operation

| Outcome 1: Evaluations and coordination are ensured in the implementation of the operation |
| Output 1.1: The food and nutritional status is determined, and recommendations are made |
| Activities planned |
| 1.1.1. Rapid evaluation in the vulnerable pockets |
| 1.1.2. In-depth evaluation of the food and nutritional situation |
| 1.1.3. Final evaluation of the operation and recommendations to mid-long-term actions |
| 1.1.4. NS field supervision |
| Output 1.2: Strengthening internal and external coordination |
| Activities planned |
1.2.1. Communication and visibility on the operation
1.2.2. Internal coordination meetings
1.2.3. FS and nutrition participation meetings
1.2.4. Country and Regional participation in meetings

Achievements

1.1.1. Rapid evaluation in the vulnerable pockets
To facilitate the choice of areas of intervention, a rapid assessment was conducted which enabled to retain communes, villages and districts to be assisted in the two targeted departments (Bambey and Goudiry). Thus, a total of 71 villages from six (6) communes in Goudiry and 69 villages of five (5) communes in Bambey benefited from the Food Security assistance because of their vulnerabilities. Exchanges with the other ONG partners, and technical services helped to identify them.

1.1.3. Final evaluation of the operation and recommendations to mid-long-term actions
A joint lessons-learned workshop, aiming at analysing successes, challenges, best practices and recommendations, to inform future programs, was conducted in December 2017. The report for this workshop is available upon request.

1.1.4. NS field supervision
As already mentioned, the operation was mainly conducted in Goudiry and Bambey departments through a total of 140 villages and districts. To facilitate field work and the monitoring of activities, it was necessary that the RDRT and his counterpart organized the work in collaboration with the presidents of the two local Red Cross Branches who usually visited in the targeted areas to show their commitment to the operation. Two supervisors were responsible for following up the implementation of planned activities in the main two departments. The supervisors worked under the supervision of the deployed RDRT and his counterpart in the Senegalese Red Cross Society. The Secretary General of the National Society and the deployed RDRT worked out on a weekly update summarizing the information they got from the field.

1.2.1. Communication and visibility on the operation
The Sahel Cluster communication unit collaborated with the operational team and the National Society to produce supports, videos, booklets and interviews on DREF activities. For this purpose, joint missions were organized with local media on the field. Moreover, the RDRT continuously shared, through social networks, information on the DREF operation. These activities were also shared with partners during coordination meetings, cluster meetings and Cash programming working groups.

1.2.2. Internal coordination meetings
Internal coordination meetings were held by the operational team members. They were also extended and involved local authorities, the Red Cross Movement partners (French Red Cross, presidents of Red Cross Branches) to these meetings for coordination and information sharing.

1.2.4. Country and Regional participation in meetings
At Cluster level, IFRC took part in the important coordination meetings (OCHA food security Cluster in Dakar, CILSS concertation meeting in Conakry).

Challenges

1.1.2. In-depth evaluation of the food and nutritional situation
According to the operational team, the timeframe of the DREF was short (3 months) and did not allow this activity to take place. Therefore, it would have been relevant to consider in the budget a bigger number of volunteers

1.2.3. FS and nutrition participation meetings
No activity was reported.

The other main challenges were related to the following:
- Reaching some remote targeted areas with a low logistic capacity. Indeed, the two main departments of intervention were distant from one another by at least 400 km. Reaching Goudiry was, for example, quite challenging as the quality of the road was poor. Besides, the wheels of the operational vehicles were punctured twice, causing delays in the implementation of activities.
- The DREF operation was carried out during the raining season. Volunteers were sometimes obliged to spend the night in the targeted villages as they could not move because of heavy rains.
• Time constituted a constraint. According to the operational team, delivering proper food assistance to 9,893 people, most of them spread across 140 villages required longer time.

• The distribution of food vouchers did not take place at the appropriate time. Indeed, they happened in September when the lean season was finishing.

Lessons learned

• Improved planning, taking into account the types of activities and requesting necessary timeframe extensions in a timely manner to enable smooth implementation.

• DREF operations, given their limited timeframe, are not the most suitable to address the issue of food insecurity in the Sahel, often requiring 3 to 4 months of food assistance, if these are not embedded into an emergency appeal providing a more comprehensive and adequate operational approach.

Food security, nutrition and livelihoods

Outcome 2: CASH Transfer to vulnerable persons in Senegal is undertaken during the lean period (August September 2017)

Output 2.1: 9,893 vulnerable persons are food secure

Activities planned

2.1.1. Communities Information (authorities, stakeholders)
2.1.2. Community management structures process
2.1.3. Feasibility analysis of assistance tools
2.1.4. Targeting of beneficiaries
2.1.5. Obtaining distribution materials
2.1.6. Identification/contracting with the financial institutions and shop
2.1.7. Preparation of distribution tools
2.1.8. Food distribution (Cash transfer, vouchers) for one month
2.1.9. Post-distribution monitoring (PDM)
2.1.10. Mid-term evaluation of the intervention

Output 2.2: Prevention and malnutrition community-based care is ensured

Activities planned

2.2.1. Routine screening
2.2.2. Referencing and counter referencing of severely malnourished children
2.2.3. Sensitization of care takers on the key health and nutritional practices
2.2.4. Promotion of exclusive breastfeeding and an adequate supplementary feeding
2.2.5. Management of early screening of mothers (PDM approach)
2.2.6. Community discussions

Achievements

2.1.1. Communities Information (authorities, stakeholders)
The operational team also met with préfets and health, agriculture, the social actions departments’ directors, as well as with NGOs present in the field (World Vision, Children found) to share information on activities carried out within the framework of the emergency response to the food crisis and also see collaboration opportunities. Local authorities (mayors, deputy préfets) were also met. Head nurses were involved in nutrition activities. Indeed, the opportunity of this DREF operation was seized to reinforce the visibility of the Senegalese Red Cross Society’s within communities. Stickers were stamped on distribution sites. Additional information on Red Cross Movement was shared before any activity. Moreover, the National Society’s Secretary General undertook a series of dialogues with the heads of agriculture and health departments to ensure their involvement in the implementation of the DREF as a guarantee of the ownership and sustainability of the communities’ actions and structures to set up. The National Society also proceeded to building capacities of its active volunteers present in the zone.

2.1.2. Community management structures process
The first step was to convey all the village’s households in a village assembly during which the food security relief was explained to them in its entirety. During that meeting, the list of the households was read to see whether there is no omission. Then followed the installation of female and male community committees. These committees were tasked to classify the households in the following categories: food secure – moderately food secure – poor – very poor households. The complaints committee was set up during the same village assembly.

The following table provides more details about the number of village committees set up

<table>
<thead>
<tr>
<th>Departments</th>
<th>Number of village assemblies</th>
<th>Number of village committees set up</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Planned</td>
<td>Carried out</td>
</tr>
<tr>
<td>Goudiry</td>
<td>75</td>
<td>120</td>
</tr>
<tr>
<td>Bambey</td>
<td>110</td>
<td>110</td>
</tr>
<tr>
<td>Total</td>
<td>185</td>
<td>230</td>
</tr>
</tbody>
</table>

2.1.4. Targeting of beneficiaries

The targeting of beneficiaries followed a certain number of steps:

- The exhaustive census consisting of counting all the households of the village considering the size of each household, the number of pregnant and lactating women as well as the number of children under 5 years old.
- The community committees (either the female or male ones) proceeded to the investigation of all households categorized as very poor. A questionnaire was then submitted to each household categorized as very poor to collect information about its belongings, the size of the household and if it had already benefited from the assistance of the Government or another organization, the number of children from 0 to 6 years old.
- The targeting process also included an individual targeting to consider children from 2 to 6 years, (i.e. at the age of going to kindergarten), lactating and pregnant women (LPW), vulnerable teenagers with a handicap or girls likely to give to leave schools to support their families.
- The triangulation enabled to cross check collected information. The direct observation by Red Cross volunteers, the exchanges with committee members and technical services are part of the targeting process and enabled to set up a list of beneficiaries.

The following table provides details about the number of very Poor Households

<table>
<thead>
<tr>
<th>Targeting of beneficiaries</th>
<th>Number of very Poor Households</th>
<th>Number of very Poor People</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>736</td>
<td>5,193</td>
</tr>
<tr>
<td></td>
<td>512</td>
<td>3,803</td>
</tr>
<tr>
<td></td>
<td>1,248</td>
<td>8,996</td>
</tr>
</tbody>
</table>

2.1.6. Identification/contracting with the financial institutions and shops

Shops were identified and selected. Prior to the selection, a verification of whether they had the needed foodstuffs available in quantity and quality was done. Before the signature of contracts, they were briefed on the food security activities.

2.1.8. Food distribution (Cash transfer, vouchers) for one month

As per the following table, a total of 8,996 people out of the targeted 9,893 benefited from foodstuffs through vouchers.
2.1.9. Post Distribution Monitoring (PDM)
Within the framework of food vouchers' distribution, an assessment of the level of satisfaction of beneficiaries regarding the distribution activities and the food assistance was conducted through a light PDM questionnaire. A total of 178 beneficiaries were selected and gave a feedback reaching 100% of level of satisfaction for receiving the food.

2.2.1. Routine screening
No detailed information was provided on this activity.

2.2.2. Referencing and counter referencing of severely malnourished children
The routine screening was conducted by volunteers though the brachial perimeter method. As indicted in the below table, it enabled to reach a total of 2,034 children and 931 mothers and to conduct the referral of 18 children in moderate acute malnutrition and 7 in severe acute malnutrition state.

<table>
<thead>
<tr>
<th>Areas</th>
<th>Children</th>
<th>Mothers</th>
<th>MAM</th>
<th>SAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOUDIRY</td>
<td>1495</td>
<td>742</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>BAMBEY</td>
<td>539</td>
<td>189</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,034</td>
<td>931</td>
<td>18</td>
<td>7</td>
</tr>
</tbody>
</table>

2.2.6. Community discussions
They took place in the 11 communes in which were installed or reactivated the surveillance committees. Senegalese Red Cross volunteers with collaboration of the health agents in charge of these committees (chief nurses or appointed health workers) conducted community discussions in the Learning and Nutritional Recovery Centres (FARN) through cooking demonstrations and reinforcement of kitchen utensils. The following provides details about the achievements.
Activities conducted by both Red Cross volunteers and committees

<table>
<thead>
<tr>
<th>Areas</th>
<th>Number of community discussions</th>
<th>Number of people reached</th>
<th>Number of screening through Mother PB</th>
<th>Number of de mothers screened</th>
<th>Number of sessions</th>
<th>Number of people reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOUDIRY</td>
<td>24</td>
<td>519</td>
<td>24</td>
<td>225</td>
<td>10</td>
<td>45</td>
</tr>
<tr>
<td>BAMBEY</td>
<td>20</td>
<td>452</td>
<td>20</td>
<td>231</td>
<td>9</td>
<td>43</td>
</tr>
<tr>
<td>TOTAL</td>
<td>44</td>
<td>971</td>
<td>44</td>
<td>456</td>
<td>19</td>
<td>88</td>
</tr>
</tbody>
</table>

Challenges

The below planned activities were not conducted due to insufficient time and as such, not reported on:

- Feasibility analysis of assistance tools
- Obtaining distribution materials
- Preparation of distribution tools
- Mid-term evaluation of the intervention
- Sensitization of care takers on the key health and nutritional practices
- Promotion of exclusive breastfeeding and an adequate supplementary feeding
- Management of early screening of mothers (PDM approach):

The operational team also reported the following challenges:

- Individual targeting in the 140 targeted villages required and took much longer time.
- The distribution process was also quite long it included the meetings of the village assemblies, installation of committees, verification, filling of vouchers, organization of the distributions with shopkeepers, etc.
- It was also necessary to identify the shopkeepers, check the shops and the availability of food in quantity and quality, meet with selected ones for information, and contracting.
- There was a delay in the payment of shopkeepers. Indeed, it took time to do the verification of beneficiaries benefiting from foodstuffs in shops and to get the invoices.
- The verification of the beneficiaries lists and the financial justification documentation took a lot of time because most of shopkeepers were illiterate and the volunteers still need more experience in the field of cash transfer to be more proactive. The tools adopted for the implementation of the vouchers proved to be quite complicated during field implementation, slowing down the operations on the ground.

Lessons learned

During the lessons learned workshop on Food security DREF operations, it was highlighted that tools for implementation of voucher/cash modality should be further simplified and adapted to the context. Furthermore, adequate training and simulations should have been conducted with volunteers on this new operational approach.

Health and care

Outcome 3: Community health is assured

Output 3.1: Water borne and diseases linked to bad hygiene are reduced in 1,522 households.

Activities planned

3.1.1. Setting up of a community surveillance system
3.1.2. Treatment of water in households
3.1.3. Hygiene promotion
3.1.4. Training of CBS, ECV and Wash volunteers

Achievements

3.1.1. Setting up of a community surveillance system
A total of 22 community surveillance committees were set up (created or reactivated) at a rate of 2 per commune for a total of 11 communes (5 in Bambey and 6 in Goudiry). These committees were expected to play an early warning role in all types of issues related to health, nutrition, food security. These committees were briefed about their roles and a protocol precising their responsibilities was shared with them. They received as support, phone recharge cards so as to be quick in giving feedbacks and see how relevant it can be for communities.

<table>
<thead>
<tr>
<th>Community Surveillance Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of committees</strong></td>
</tr>
<tr>
<td><strong>Areas</strong></td>
</tr>
<tr>
<td>Goudiry</td>
</tr>
<tr>
<td>Bambey</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

3.1.3. Hygiene promotion
This activity was partially included in the training of volunteers and the demonstrations carried out by community surveillance committees.

**Challenges**

*Treatment of water in households*
This activity was not conducted because of time constraints.

*Training of CBS, ECV and Wash volunteers*
Not reported on.

**Lessons learned**
During the lessons learned workshop, it was highlighted that, given the time constraint of a DREF operation, it proved to be difficult implementing such a multi-dimensional and multi-sector operation. As a matter of fact, the initial targeting procedure adopted for selecting beneficiaries was already quite lengthy, taking considerable time.

One of the key recommendations of the lessons learned workshop has been to develop DREF operations with a more focused and defined operational strategy, acting only on the key needs and taking into account of the added-value of the RC staff in each specific sector.

**National Society capacity building**

**Outcome 4: The capacities of the NS to meet the emergencies and implement FS, Nutrition and livelihoods are strengthened**

**Output 4.1: capacity building of the NS and Sahel to meet the urgencies and implement FS, Nutrition and livelihoods programs is realized.**

**Activities planned**

4.1.1. DREF supports the participation of three SRC participants in the Food Security RDRT training
4.1.2. Re-training of 150 NS volunteers and staff on Food security /Nutrition and livelihood (NDRT)

**Achievements**

4.1.1. DREF supports the participation of three SRC participants in the Food Security RDRT training
Three staff members of the National Society participated in the RDRT training on Food Security held in Bamako in August 2017.

4.1.2. Re-training of 150 NS volunteers and staff on Food security /Nutrition and livelihood (NDRT)
Within the framework of the implementation of the food security DREF in Senegal, the Senegalese Red Cross Society’s human resources benefited from two main trainings and a continuous support through briefings in Branches.
From 11 to 17 September 2017, a Food Security and Health training was organized and 30 Red Cross volunteers and staff out of the 150 targeted ones were trained. The training included Community based Surveillance (CBS), Epidemic Control for Volunteers (ECV) and WASH sessions. The selected volunteers were trained to be able to support their peers in the implementation of the DREF.

Additionally, briefings were organized in Bambey area for a total of 160 Red Cross volunteers involved in the DREF operation. The briefings were related to the targeting process, the distribution of vouchers, ODK system, the in-depth assessments, the PB method, CBS, ECV and Wash.

Challenges
The time available for trainings was short, impacting on the possibility to train adequately the volunteers.

Lessons learned
As highlighted during the lessons learned workshop, the operational strategies for these kind of DREF initiatives should be more focused, providing adequate time for training staff and volunteers on new operational modalities.

D. THE BUDGET

The total budget for this operation was CHF 207,880 of which CHF 194,727 (93.67%) were spent. A balance of CHF 13,153 will be returned to the DREF pot.

Explanation of variances

- “Water, Sanitation & Hygiene” budget line remained unspent due to no expenses on this budget line.
- “Transport & Vehicles Costs” budget line was over spent by CHF 2,132 (69.62%) because of a coding error.
- “Logistics services” remained unspent because of a coding error.
- “National Staff” also remained unspent due to no expenses on this budget line.
- “Volunteers” budget line remained unspent because there were no expenses on this budget line.
- “information and public relations” remained unspent because there were no expenses on this budget line.
Contact information

For further information, specifically related to this operation please contact:

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How we work

All IFRC assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO’s) in Disaster Relief and the Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere) in delivering assistance to the most vulnerable. The IFRC’s vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.
I. Funding

<table>
<thead>
<tr>
<th>Raise humanitarian standards</th>
<th>Grow RC/RC services for vulnerable people</th>
<th>Strengthen RC/RC contribution to development</th>
<th>Heighten influence and support for RC/RC work</th>
<th>Joint working and accountability</th>
<th>TOTAL</th>
<th>Deferred income</th>
</tr>
</thead>
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</tr>
</tbody>
</table>

A. Budget

- 207,880

B. Opening Balance

- 207,880

C. Income

- 207,880

D. Total Income = SUM(C1..C4)

- 207,880

E. Expenditure

- 194,727

F. Closing Balance = (B + C + E)

- 13,153

* Funding source data based on information provided by the donor

II. Movement of Funds

- 207,880

C. Income

- 207,880

E. Expenditure

- 194,727

F. Closing Balance = (B + C + E)

- 13,153
## III. Expenditure

<table>
<thead>
<tr>
<th>Account Groups</th>
<th>Budget</th>
<th>Raise humanitarian standards</th>
<th>Grow RC/RC services for vulnerable people</th>
<th>Strengthen RC/RC contribution to development</th>
<th>Heighen influence and support for RC/RC work</th>
<th>Joint working and accountability</th>
<th>TOTAL</th>
<th>Variance</th>
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<tr>
<td></td>
<td>A</td>
<td>B</td>
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<td>Total Indirect Costs</td>
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### IV. Breakdown by subsector

<table>
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<tr>
<th>Business Line / Sub-sector</th>
<th>Budget</th>
<th>Opening Balance</th>
<th>Income</th>
<th>Funding</th>
<th>Expenditure</th>
<th>Closing Balance</th>
<th>Deferred Income</th>
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<td>BL2 - Grow RC/RC services for vulnerable people</td>
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<td>207,880</td>
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<tr>
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<td>207,880</td>
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<td>13,153</td>
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</table>

All figures are in Swiss Francs (CHF)