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# Emergency Plan of Action Final Report (Civil Unrest – Elections Preparedness)

## Cote d'Ivoire



<b>DREF Operation: MDRCI009</b>	<b>Glide n° XXX</b>
<b>Date of issue:</b> 17 October 2015	<b>Date of disaster:</b> 24 - 30 October 2015 (Dates of elections and results)
<b>Operation manager (responsible for this EPOA):</b> Alberto Bocanegra, IFRC West Coast regional operations coordinator	<b>Point of contact (name and title):</b> Dr Alain Roger Kouassi, Côte d'Ivoire Red Cross emergency coordinator.
<b>Operation start date:</b> 16 October 2015	<b>Expected timeframe:</b> 1 month (End date: 16 November 2015)
<b>Overall operation budget:</b> CHF 34,000	
<b>Number of people affected:</b> 15,000	<b>Number of people to be assisted:</b> 15,000 people, out of which 10,000 persons were displaced, 4,000 injured, Restoring family Links (RFL) 300 cases, 200 cases of gender-based violence and 500 deaths
<b>Host National Society presence (n° of volunteers, staff, branches):</b> Côte d'Ivoire Red Cross: 8,500 volunteers and 714 staff at the branch level.	
<b>Red Cross Red Crescent Movement partners actively involved in the operation (if available and relevant):</b> French Red Cross, International Committee of the Red Cross and International Federation of the Red Cross and Red Crescent Societies	
<b>Other partner organizations actively involved in the operation:</b> ACF, ACTED, AFJCI, AIBEF, ASA, ASAPSU, Caritas, CARE, CIRC, CRF, DHP, DRC, FAO, HKI, ICRC, IDE Africa, IFRC, IOM, INHP, IRC, MAP International, MESAD, MSF, NRC OMS, ONUCI, PAM, Save the Children, SCG, Spiruci, UNAIDS, UNFPA, UNHCR UNICEF and VIF	

## A. Situation analysis

### Description of the disaster

On 25 October 2015, Côte d'Ivoire presidential elections was successfully held, despite the 3-days, that took the Independent Electoral Commission (IEC) to declare the results. Most international organizations including the United Nations (UN) had predicted violence and civil unrest, including this as the most probable scenario in their contingency plans (CP). Generally, the elections were conducted in a peaceful manner and this was confirmed by international bodies that monitored the elections, including ONUCI (UN Mission for Côte d'Ivoire). The new government was inaugurated On 6 January 2016. President Ouattara was re-elected in the first round with more than 86.6 per cent of the votes.

On 18 October 2015, the International Federation of Red Cross and Red Crescent Societies (IFRC) released 34,000 Swiss franc from the Disaster Relief Emergency Fund (DREF) to ensure Côte d'Ivoire Red Cross, (CIRC) was prepared to meet the immediate needs of populations, which were predicted to be affected by election related violence with activities planned for a period of 1 month.

The major donors and partners of the DREF include the Red Cross Societies and Governments of Australia, Austria, Belgium, Canada, Denmark, 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) the Medtronic and

Zurich and other corporate and private donors. The IFRC, on behalf of the Croix Rouge Cote d'Ivoire would like to extend its thanks to all partners for their generous contributions.

## Summary of response

### Overview of Host National Society

To face the first presidential elections after the 2011 crisis, the CIRC requested for DREF to assist the implementation of a consolidated contingency plan (CP) to cover the whole country and more precisely 34 priority areas, which the CIRC considered as risk areas. The CIRC with support of the DREF intended to provide the following services:

- Six hundred and Eighty (680) volunteers (2 team leaders and 18 rescuers) + 1 doctor, for each of the priority areas to consolidate the team of each of the PAPS (Poste Avancé Premier Secours – First Aid Advanced Units).
- Thirty four ( 34 ) refresher trainings in emergency first aid (reaching: 612 volunteers).
- Twenty nine ( 29 ) simulation exercises for volunteers (522 volunteers and 58 team leaders - 1 simulation exercise per local branch area).
- Procurement/pre-positioning of first aid kits (102 first aid kits for the 34 branches – 3 per branch).
- Procurement/pre-positioning of Red Cross jackets (Target: 381)
- Procurement/pre-positioning of Red Cross banners (Target: 62)
- Prepositioning of 15 vehicles.
- Creating a Central Operational Command unit (CPO) made of 15 National Staff (NS) in charge of doing the supervision and coordination of the response.
- Distribute 177 communication units among the volunteers in the 34 PAPS and the PCO.

The implementation of the election contingency plan received partial support from ICRC and with the funds received the CIRC was able to support the per diems of 68 volunteers and 17 team leaders. Furthermore, 5 simulation exercises were funded by ICRC during the months of June - October, hence there was a gap of 29 simulation exercises to cover the 34 areas as per the contingency plan. Regarding the equipment, ICRC funds were able to cover: 250 Red Cross jackets, 50 First Aid Kits over 102 ( a gap of 62 units) , 50 Banners (gap of 62 units).

Therefore, all the calculations were done following the 34 PAPS initially identified. However, the situation changed a week before the elections, when CRC realized that the head of the Bouna PAPS was involved in the political campaign, his neutrality and that of Red Cross were affected. It was finally decided to close this unit and the area covered by Bouna (listed at medium risk place) was instead going to fall under the responsibility of Bondoukou PAPS. Hence, a total of 33 priority areas were covered (instead of 34, due to the withdrawal of Bouna station), where the CIRC considered as high risk areas and provide the following services:

- Six hundred and sixty (660) volunteers (2 team leaders and 18 rescuers + 1 doctor, for each of the priority areas to consolidate the team of each of the PAPS (Poste Avancé Premier Secours) ).
- Thirty three (33) refresher training in emergency first aid.
- Twenty eight (28) simulation exercises for volunteers in 28 areas.
- Procurement/pre-positioning of 21 first aid kits (instead of 62, due to an error in the initial estimation of the unit cost, 50.000 CFA instead of 10.000 CFA).
- Procurement/pre-positioning of 381 Red Cross jackets (instead of 430 due to the raise on the price from 6,000 to 8,000 CFA).
- Procurement/pre-positioning of 62 Red Cross banners (here also the price was an error in the initial valorisation of the unit cost, but the funds were taken from the remaining funds from the doctors per diems)
- Prepositioning of 15 vehicles.
- Creating a central operational command unit (PCO) made of 15 NS staff in charge of doing the supervision and coordination of the response.
- Communication units (174) distributed among the volunteers in the 33 PAPS and the PCO.

Therefore during the operation, the CIRC was able to:

- Put in place 33 PAPS (First Aid Field Units – Poste Avancés Premiers Secours).
- Deploy 594 volunteers in these 33 PAPS and received 3 days Per diems .
- Active a security plan a day before the elections (24 October until the 5 December 2015).
- Deactivate the operation on the 5 December 2016.

This initial support was therefore insufficient to cover all the needs, to provide the required preparations for an adequate response in case of turmoil in Côte d'Ivoire and a DREF was requested to help the National Society (NS) do the Contingency Plan preparations. This DREF was at the same time a great opportunity for the CIRC to examine their response capacity at a country level, implement on real situation a contingency plan , build on the lessons learnt and experiences to improve its future response mechanisms, being the first one the local/ municipal elections expected to take place during the first trimester of 2016.

### **Overview of Red Cross Red Crescent Movement in country**

The IFRC through its West Coast regional representation based in Abidjan, Côte d'Ivoire, worked closely with the CIRC by supporting its staff and volunteers in all preparedness activities and ensuring that management and operational issues were directed and implemented with the principles and core values of the Red Cross Red Crescent Movement to reach the needs of the most vulnerable. The ICRC holds a regional representation in Abidjan and holds program with the CIRC in different fields, most of them managed by an ICRC Cooperation Officer.

Currently there are 4 Partner National Societies (PNS) present in Côte d'Ivoire: French, Finnish, Iranian and Netherlands Red Cross bilaterally supporting at different levels of the NS. Regarding the implementation and bilateral funding of the CP for the Presidential Elections, the CIRC with the support of the French Red Cross and ICRC through the following initiatives: 1) FRC provided 4 cars and 4 drivers (including fuel, per diems & accommodation and full insurance coverage for the drivers) for a total of 3 days; 2) ICRC provided 8 cars and 8 drivers (including fuel, per diems and accommodation and full insurance coverage for the drivers) for a total of 3 days, as well as VHF radios, per diems for volunteers, jackets, stretchers and banners.

The IFRC provided support to the CIRC with the implementation of the DREF operation. On 13 October 2015, an operational strategy meeting was done through teleconference, attended by IFRC West Coast regional representation (WCRR), Africa zone disaster management unit (DMU) and Geneva level disaster and crisis management unit (DCM) and it was agreed that a DREF allocation should be made. Following the launch of the DREF operation, the IFRC and CIRC signed a Memorandum of Understanding (MoU) to enable the implementation of the planned activities for an amount of 34,000 swiss franc, hence no RDRT was to be deployed.

To guarantee adequate coordination mechanism between the different RC/RC actors, the IFRC started a series of high level meetings with the Regional Rep of ICRC, IFRC, PNS (French, Netherlands and Finnish Red Cross), President/ SG of CIRC. The first high level meeting was held on 19 October 2016 , followed by technical meetings held on the 20-23 and 26 October 2016.

### **Overview of non-Red Cross Red Crescent actors in country**

The UN and other international organizations in Côte d'Ivoire were also prepared for the elections through the Security Group made mainly of International Non-governmental Organizations (INGOs) and some UN Agencies (OCHA), where any relevant security information obtained by each of the partners were shared through the security tree. The United Nations Office for Humanitarian Affairs (UNOCHA) conducted, during the months of July/ September 2015 together with the Humanitarian Country Team an analysis of the situation and historical data and identified potential hotspots country-wide and the information were used during the contingency planning workshop to develop scenarios. The government of Côte d'Ivoire did not participate, nor invited during this CP process to guarantee the secrecy and independence of the discussion process. The CP prepared by the HCT was the one of the pillars of information to build upon the different scenarios prepared by the CRC.

### **Needs analysis and scenario planning**

The uncertainty of a normal peaceful electoral process was one of the key reasons for requesting a DREF and putting into action the preventive measures planned in the CP so to be able to provide an adequate response in case of recurrence of attacks due to political tensions as it happened in 2011, and more recently in the Southwest regions, since the beginning of 2015, which have led to civil unrest. The main factors causing the instability, are the discontentment of The Republican Forces of Côte d'Ivoire (FRCI) forces not integrated in the army, since the government has not being to provide with alternative employment solutions, the proliferation and circulation of weapons on the Ivorian territory, the discontentment of the youth and ex-combatants in the reintegration framework, the lawsuits and judgments already pronounced against the former members of the regime and the ICC trial of 2 other former members of the regime, as well as the absence or slowness of judicial proceedings against all persons accused of committing serious human rights violation, among others.

To face the above factors and in line with the OCHA's CP, the CIRC planned a total of 3 scenarios:

- 1) **Optimistic scenario:** Maintaining socio-political stability, reducing border attacks and localized incidents of violence and promoting peaceful presidential elections.
- 2) **Most likely scenario:** Occurrence of armed attacks in the South-West regions of Côte d'Ivoire and political violence localized in neighbourhoods of Abidjan and some towns of the interior having experienced violence of this nature in the past .
- 3) **Worst case scenario:** Election crisis and civil military conflict with violation of human rights and significant population displacement, similar to the scenario of the 2010 presidential elections.

The CIRC and its partners (ICRC, IFRC and the PNS), got prepared for the second scenario, which was the most likely to occur, however it did not materialize as was expected: 15,000 people affected, with 10,000 IDPs , 4,000 injured, whilst Restoring Family Links of 300 cases, 200 cases of GBV and 500 deaths. Instead, the first scenario was the one that occurred.

## Risk Analysis

Regarding the areas covered by the CP, the CIRC identified 34 areas in the Southern areas as being most at "risk" of violence, which were covered through the DREF operation: Abidjan (Abobo, Koumassi, Marcory, Treichville, Cocody, Adjame, and Port Bouet), Agboville, Anyama, Bin Houyé, Bloléquin, Bondoukou, Bonon, Bouaké, Bouna, Dabou, Daloa, Danane, Divo, Duékoué, Gagnoa, Grabo, Guiglo, Korhogo, Man, Noé , Odienné, San Pedro, Sinfra, Tabou, Tai, Toulepleua and Zouan Hounien. However, as mentioned earlier in the report, the situation changed a week before the elections, when CIRC realized that the head of Bouna PAPS was involved in the political activities during the campaign and his neutrality and that of Red Cross was affected. It was finally decided to close this unit and the area covered by Bouna was instead going to fall under the responsibility of Bondoukou PAPS. Hence, a total of 33 priority areas were covered (instead of 34, due to the withdraw of Bouna station), where the CIRC considered as high risk areas

Out of the 33 targeted locations by the DREF, 10 of them were classified as high-risk areas: Grabo, Toulepleu, Bloléquin, Tai, Agboville, Duekoué, Yopougon, Bonon, Tabou and Guiglo. These are places located in the Western part of the country, which since the post- electoral crisis of 2011 are affected by continuous attacks coming from different parties provoking population movements with IDPs (as it happened in September 2015 in Diboké-Bloléquin and Oulodio-Tabou), where partisans of the former President are majority. The 5 areas at medium risk are: Koumassi, Marcory, Treichville, Bouna and Korhogo. The other 19 locations have been classified as the moderate risk impact but subject to possible inter-political tensions: San Pedro, Man, Danané , Zouan hounien ,Bin houyé ,Noé , Sinfra, Bouaké ,Bondoukou ,Odienné, Daloa ,Abobo , Adjamé ,Cocody, Anyama , Port bouet , Gagnoa ,Dabou and Divo. A total of 5 localities are listed as medium risk impact: Koumassi, Marcory, Treichville, Bouna, and Korhogo.

## B. Operational strategy and plan

### Overall Objective

Immediate needs of populations that may be affected by incidents of violence and displacements during the presidential elections in October 2015, are met through the reinforcing the capacities of CIRC to provide emergency first aid and psychosocial support.

### Proposed strategy

As agreed, the following activities were prioritized within the DREF operation:

Refresher training in emergency first aid for 612volunteers , ( 18 per local branch) and 68 team leaders;

- Simulation exercise for 560volunteers ,(20 for each of the 28 local branch) located in 28 local branch areas. The DREF allocation was complemented by the ICRC, who is supporting simulation exercises for volunteers (100 volunteers) in the remaining 5 local branch areas.
- Deployment of 594 volunteers, 66 team leaders and 33 doctors prior, during and after the announcement of the election results, in order to provide first aid assistance and psychosocial support.
- Procurement of basic first aid items (21 first aid kits) and visibility items (62 banners, and 381 Red Cross jackets). Please note that the DREF allocation is complemented by the support being given by the ICRC (50 banners, 250 jackets and stretchers).

This training was done to the teams of the local branches, which constituted the 33 PAPS (Poste Avancés de Premiers Secours), which were activated the day before the elections. These PAPS were supported by the pre-positioning of 15 vehicles strategically under the control and guidance of the team leaders to cover the hot spots .. In

case of injuries, the volunteers were trained to provide first aid assistance and then do the referral to the pre-identified hospitals/ medical centres. All the coordination of this DREF operation were guaranteed by the PCO (Central Command Unit), at the HQ level in Abidjan.

## Operational support services

### Human resources (HR)

The CIRC emergency coordinator and disaster manager was responsible for the management of the DREF operation, and reported to the Secretary General. The Operative Coordination Unit (OCU), made of 15 members, was responsible for the coordination of the DREF operation and the follow-up of the 33 PAPS, which reported to the emergency coordinator and disaster manager. In total, 594 volunteers, 66 team leaders and 33 doctors participated for 3 days in the implementation of the DREF and afterwards, for 13 days. The system has been kept in standby with a surveillance team comprising 5 persons in each of the locations. In total, 33 doctors have participated in the operation the day of the elections (25 October 2015). In total, 15 drivers were also deployed for this operation.

Two (2) main coordination mechanisms were created during the implementation of the DREF:

- Operative Coordination Unit (OCU) was established at CIRC national headquarters (NHQ) and was responsible for the implementation of the CP (including the planned activities in the DREF operation). It was coordinated by the CIRC disaster management coordinator and composed of 14 members, including:
  - Disaster management coordinator
  - Head of the RFL Service
  - HIV and AIDS Coordinator
  - Community Health Coordinator
  - PPHV Coordinator
  - Head of the Training Department
  - Communications Officer
  - Telecommunications Officer
  - Logistics Manager
  - Warehouse Manager
  - Accountant
  - Social workers (3)
- Central Command Post (CCP) was established at CIRC NHQ (and other place designated by the competent authorities of the NS if the city does not offer suitable conditions for proper operations coordination) to supervise and coordinate the implementation of the CP (including the planned activities in the DREF operation). It is the highest decision making body, which was created in case of severe deterioration of the security in the country and coordinated by the Secretary General, composed of 10 members:
  - CIRC President
  - CIRC Secretary General
  - IFRC representative
  - ICRC Head of delegation or his representative
  - Finnish Red Cross delegate
  - FRC delegate
  - NLRCS delegate
  - CIRC Head of Programmes
  - CIRC Head of Communication and Resource Mobilization
  - CIRC Head of Human Resources Department
  - CIRC Head of Finance and Accounting Department

## Logistics and supply chain

A total of 17 vehicles, petrol and 17 drivers were prepositioned by the CIRC in strategic places to be able to cover all the needs coming from the 33 PAPS. ICRC was able to provide 10 cars, the French Red Cross 4 and the CIRC 3 units (17 in total). The cars were distributed as follows:

ICRC Cars:

Vehicles (10) ,1 vehicle in each of the following area :Yopougon , Abobo. covering Abobo and Anyam, Agboville, axe Duekoué – Guiglo – Bloléquin , axe Guiglo - Taï , Man, Facobly et Kouibly,Bouaflé, covering Bouaflé, Bonon and Daloa , Gagnoa covering Gagnoa Sinfra.

Two vehicles were sent to Guiglo

### French Red Cross Cars

Four (4) One vehicle in each of the following place: Toulepleu, San Pedro, Tabou and Soubré

### CIRC Cars

Three (3) cars at the HQ to supervise Northern area, Southern area and Emergencies

Furthermore, other items were produced: 381Jackets,21 First Aid Kits and 62 Banners.

## Communications

The OCU led by the Secretary General (SG) was the entity appointed to orient and determine the communications both internally and externally and this in full coordination with the 33 PAPS and the CIRC emergency coordinator and disaster manager. Regarding the internal communications between the team, ICRC supported through provision of handsets (VHF/ UHF radios), which are required to enable efficient communication between volunteers in the field and the National Headquarters (NHQ). In addition, the VHF/ UHF radios (radio vehicles) also enabled the monitoring of vehicles movements in the field. Fleet radio communications were coordinated from the ICRC Radio bases set in Abidjan, Daloa and Toulepleu. Through the DREF allocation, 174 pre-paid airtime phone cards were budgeted for to enable improved communication between them prior, during and after the elections.

Additionally, during the Red Cross high-level meeting held at IFRC premises on the 19 October 2015, it was agreed that all communications should be centralized at the NS level to avoid spreading wrong messages coming from different sources.

## Security

During the DREF operation, security information was shared among the movement partners to ensure that the operation was implemented in a secure manner. The ICRC provided cars equipped with VHF radios. The OCU informed all police and army stations on the CIRC PAPS locations, volunteer staff assigned to each post and plate numbers of the vehicles. Each 2-3 hour, the OCU received an update on the situation of each area covering each of the 33 PAPS, and a 3 hour update was done from CIRC to IFRC, ICRC and PNS. Furthermore, the logistics officer for IFRC was deployed during the day of the elections to support the NS in any possible needs. Precaution were taken to ensure that the volunteers were protected before, during and after the elections. There were no major incidents that affected the volunteers and staff throughout the country, except a minor motorcycle incident which affected 2 volunteers.

## Planning, monitoring, evaluation, & reporting (PMER)

Each of the team leaders for each of the 33 PAPS were appointed as focal persons for each zone of the country to ensure effective monitoring of the operation, including HR movements, security situation, interventions required, communications and logistics. The focal persons recorded all incidents that were happening in areas covered by each PAPS and the information guided the OCU to make decisions.

## C. DETAILED OPERATIONAL PLAN

### Early warning & emergency response preparedness

<b>Early warning and emergency Preparedness and Response</b>	
<b>Outcome 1:</b> Improve the capacity of the Côte d'Ivoire Red Cross to respond to the 2015 presidential elections	
<b>Output 1.1</b> The Côte d'Ivoire Red Cross is better prepared to respond to any emergency eventuality surrounding the election process in the most "at risk" 34 areas of the country.	
<b>Activities planned:</b>	
1.1.1	Refresher training in emergency first aid (Target: 612 volunteers)
1.1.2	Conduct simulation exercises for volunteers (Target: 522 volunteers and 58 team leaders in 29 simulation exercises - 1 simulation exercise per local branch area*)
1.1.3	Procurement/pre-positioning of first aid kits (Target: 102 first aid kits for the 34 branches – 3 per branch)
1.1.4	Procurement/pre-positioning of Red Cross jackets (Target: 381)
1.1.5	Procurement/pre-positioning of Red Cross banners (Target: 62)
1.1.6	Deployment of volunteers (544) and doctors (34) and team leaders (53) prior, during and after the elections (for a period of 3 days)
1.1.7.	Continuous monitoring and reporting on the situation prior, during and after the elections
<b>Achievements</b>	
1.1.1	The military and police were duly informed on CIRC operation to guarantee the safety and security of the staff as well as to receive support if requested. The contact details of the OCU were also shared to facilitate the communication process.
1.1.2	SOP were elaborated for the ID cards for volunteers right after the CP workshop held the first week of September 2015, around a month prior to the Presidential elections.
1.1.3	One (1) refresher training has been done in each of the 33 locations, consisting mainly in first aid emergency, with a total amount of 75,000 CFA transferred to each of the locations, instead of the 100,000 CFA initially planned (due to transfer expenses).
1.1.4	One (1) simulation exercise was implemented in each of the 28 locations, consisting in preparing the adequate response for the different planned scenarios in the CP, management of emergency situations, safer access. The total amount of 75,000 CFA transferred to each of the locations, instead of the 100,000 CFA initially planned (the difference was kept to cover possible transfer expenses).
1.1.5	Ninety (19) branches received 20 Red Cross/Red Crescent jackets and 1 extra jacket (at CRCI HQ), which made a total of 381 jackets. Hence, short fall of 49 jackets, since the DREF planned to prepare 430 jackets. The reason for this shortfall is the rise in the market price of the jackets obliging some volunteers to use their old Red Cross/Red Crescent jackets.
1.1.6	In total, 62 Red Cross banners were produced, which equates to 100 per cent of the intended target (62).
1.1.7	A logistics evaluation was been done in 6 locations to check their stock capacity to locate the required equipment for the implementation of the CP: Tabou, Guiglo, Gagnoa, Odienné, Korhogo, et Bondoukou. Facts: 1. Identification of Medical Centres: the project allowed the CIRC to identify all the medical centres, hospitals and medical units available in each of the locations where the elections take place. This exercise will definitely help in future election process. 2. Injured people: No cases of injuries are to be reported in this DREF, except for some sick persons who showed up in the PAPS to get medical assistance, but without any connection to any acts of violence related to the presidential elections. 3. Deaths: no cases of death were reported during the day of elections nor the days that followed related to any

case of violence.

4. Field visits: in order to ensure the adequate monitoring and follow up of the interventions, the UCO members did some field visits, mainly in the capital (Abidjan).

## Lessons learned

Lessons learned included:

- Early warning and emergency Preparedness and Response: CP needs to be done ahead of time to be able to mobilize the required resources, get the needed equipment so to avoid last minute needs.
- Resource Mobilization: Both IFRC, ICRC and PNS can jointly collaborate and set the type of support and contributions to the implementation of a CP, which can be in kind and cash money.
- Communication is key in the implementation of a CP. The NS realized that when prepaid cards are delivered, there's an immediate proactive communication from the field to the HQ.
- IT: VHF radios and Walki-Talkies were used mainly in Abidjan, while in the field offices they were rarely used. This might be related to a lack of knowledge on their use. Hence, it is recommended to train volunteers on the proper use of radios before implementing a CP for elections.
- Communications: In this type of operations, apart from the banners, jackets and mission orders, the NS needs to prepare beforehand "Authorizations" to the volunteers, mainly for those that need to access some specific complex security areas.
- PMER: By the end of the implementation of the CP it is highly recommended to share recommendations with the local branches.
- Administration and Finance: The NS needs to include among possible expenses those related to transfers (bank), mainly in those cases where a high number of branches are part of the program.
- The last lessons learnt is to follow a predefined process to put in place the CP, which included the following phases:
  - Drafting/ Finalization/ update/ Validation of the CP (6 months before the contingency).
  - Sharing with the approved CP with RC/RC actors (PNS, ICRC, IFRC, etc.).
  - Resource mobilization with RC/RC actors (PNS, ICRC, IFRC, etc.).
  - Information sharing of all the components of the CP with all the field offices.
  - Preparing the preparatory phase of the CP: with local branches (recycling volunteers, doing simulation exercises, doing refresher trainings in first aid, use of radios, providing equipment to the local branches in jackets, first aid kits, banners etc.).
  - Put in place a communication system to access and analyse the data coming from the field offices.
  - Operationalization of the CP.
  - Analysing the results of the CP.
  - Revision and adjustment of the CP.

## Challenges

Key challenges included:

- Logistics and supply chain: Regarding the pre-positioning of the vehicles, the French RC and ICRC cars were placed in areas following different criteria than the one planned by the CIRC (close to the areas where their projects are implemented).
- Administration and Finance: Regarding the payment of Per diems for volunteers, team leaders and doctors, it was not evident to be able to get the funds to cover them, since the only initial funds available were only received from ICRC. As for the UCO per diems, they were finally covered by the Finnish RC, since the DREF did not include them.

## Budget

The DREF allocation was 34,000 Swiss franc of which 29,166 Swiss franc was spent. A balance of 4,834 Swiss franc which will be returned to the DREF.

- “Utensils & Tools” was underspent by 5,597 Swiss franc and was due to the costs of Red Cross Red Crescent jackets and banners being charged to “Workshops and Training”, which resulted in a variance.
- “National Society Staff” was overspent by 9,618 Swiss franc and was due to costs related to volunteers (per diem) being charged to this code, which resulted in a variance.
- “Volunteers” was underspent by CHF 9,861, which equates to 95 per cent; and was due to costs related to volunteers (per diem) being charged to “National Society Staff”, which resulted in a variance.
- “Workshops and Training” was overspent by 27 Swiss franc per cent; and was due to costs related to Red Cross Red Cross jackets and banners being charged to this code, which resulted in a variance.
- “Communications” was underspent by 512 Swiss franc which equates to 26 per cent and was due to the budget line assigned to Africa Region communications being under used.

## 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.

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The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

## Disaster Response Financial Report

## MDRCI009 - Côte d'Ivoire - Election Preparedness

Timeframe: 19 Oct 15 to 19 Nov 15

Appeal Launch Date: 19 Oct 15

FINAL Report

## Selected Parameters

Reporting Timeframe	2015/10-2016/3	Programme	MDRCI009
Budget Timeframe	2015/10-2015/11	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

## I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget		34,000				34,000	
B. Opening Balance							
Income							
Other Income							
DREF Allocations		34,000				34,000	
C4. Other Income		34,000				34,000	
C. Total Income = SUM(C1..C4)		34,000				34,000	
D. Total Funding = B + C		34,000				34,000	

\* Funding source data based on information provided by the donor

## II. Movement of Funds

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
B. Opening Balance							
C. Income		34,000				34,000	
E. Expenditure		-29,166				-29,166	
F. Closing Balance = (B + C + E)		4,834				4,834	

## Disaster Response Financial Report

## MDRCI009 - Côte d'Ivoire - Election Preparedness

Timeframe: 19 Oct 15 to 19 Nov 15

Appeal Launch Date: 19 Oct 15

FINAL Report

## Selected Parameters

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Split by funding source	Y	Project	*
Subsector:	*		

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## III. Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
	A					B	A - B	
<b>BUDGET (C)</b>			<b>34,000</b>			<b>34,000</b>		
<b>Relief items, Construction, Supplies</b>								
Medical & First Aid	1,700		2,088			2,088	-388	
Utensils & Tools	5,597						5,597	
Other Supplies & Services	947						947	
<b>Total Relief items, Construction, Sup</b>	<b>8,243</b>		<b>2,088</b>			<b>2,088</b>	<b>6,155</b>	
<b>Logistics, Transport &amp; Storage</b>								
Transport & Vehicles Costs	170		176			176	-6	
<b>Total Logistics, Transport &amp; Storage</b>	<b>170</b>		<b>176</b>			<b>176</b>	<b>-6</b>	
<b>Personnel</b>								
National Society Staff			9,618			9,618	-9,618	
Volunteers	10,334		473			473	9,861	
<b>Total Personnel</b>	<b>10,334</b>		<b>10,091</b>			<b>10,091</b>	<b>243</b>	
<b>Workshops &amp; Training</b>								
Workshops & Training	10,500		13,365			13,365	-2,865	
<b>Total Workshops &amp; Training</b>	<b>10,500</b>		<b>13,365</b>			<b>13,365</b>	<b>-2,865</b>	
<b>General Expenditure</b>								
Communications	1,950		1,438			1,438	512	
Financial Charges	729		229			229	500	
<b>Total General Expenditure</b>	<b>2,679</b>		<b>1,667</b>			<b>1,667</b>	<b>1,012</b>	
<b>Indirect Costs</b>								
Programme & Services Support Recove	2,075		1,780			1,780	295	
<b>Total Indirect Costs</b>	<b>2,075</b>		<b>1,780</b>			<b>1,780</b>	<b>295</b>	
<b>TOTAL EXPENDITURE (D)</b>	<b>34,000</b>		<b>29,166</b>			<b>29,166</b>	<b>4,834</b>	
<b>VARIANCE (C - D)</b>			<b>4,834</b>			<b>4,834</b>		

**Disaster Response Financial Report****MDRCI009 - Côte d'Ivoire - Election Preparedness**

Timeframe: 19 Oct 15 to 19 Nov 15

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FINAL Report

**Selected Parameters**

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Split by funding source	Y	Project	*
Subsector:	*		

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**IV. Breakdown by subsector**

Business Line / Sub-sector	Budget	Opening Balance	Income	Funding	Expenditure	Closing Balance	Deferred Income
<b>BL2 - Grow RC/RC services for vulnerable people</b>							
Disaster response	34,000		34,000	34,000	29,166	4,834	
Subtotal BL2	34,000		34,000	34,000	29,166	4,834	
<b>GRAND TOTAL</b>	<b>34,000</b>		<b>34,000</b>	<b>34,000</b>	<b>29,166</b>	<b>4,834</b>	