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# Africa Zone Annual Report

 International Federation  
of Red Cross and Red Crescent Societies

**SP1/MAA60005**

**29 June, 2014**

**This report covers the  
period:**

**1 January 2013 to 31  
December 2013**

*Following the violence in the country  
the CAR Red Cross is providing first  
aid activities, helping the wounded  
and referring them to the hospital  
when there is one functioning.*

*Photo: IFRC*



## Overview

### Programme outcome

The Africa Zone comprises the Africa Zone Office, plus 15 regional and country representations, which in turn support 49 African National Societies. The broad objectives address IFRC business lines to help raise humanitarian standards (Business Line 1), strengthen National Societies (Business Line 3), and deepen the Red Cross Red Crescent's tradition of togetherness (Business Line 5). It also provides technical assistance to services in disaster and crisis management (Business Line 2) and sustainable development (Business Line 3). The strategic direction for the period 2012-2015 is spelled out in the Long –Term Planning Framework, which was updated for 2014. The current document reports against objectives of the previous LTPF in force in 2013. The revised LTPF for 2014-2015 is available online at: <http://adore.ifrc.org/Download.aspx?FileId=53557>.

Overall in Africa in 2013, highlights include:

- Response to 47 emergency operations (11 Emergency appeals; 36 DREF operations) -- totalling CHF29M.
- Development programmes totalling CHF 32M, mainly in disaster preparedness and risk reduction, as well as in health and social services.
- Initiation of supplemental services of IFRC as principle recipient under Global Fund Niger Round 10 Tuberculosis and Central African Republic Round 8 Malaria, pointing the way to future external partnerships.
- Unrestricted/Statutory funding of staff and offices at Zone and regional level, providing representation, technical assistance and a range of other support totalling CHF 5M

- As follow up to the 2012 Pan African Conference agreements, establishment of the innovative peer support and accountability African Governance Group (AGG) system, including the AGG-African Governors Board (AGB), targeting 9 priority African National Societies in trouble to help them recover.
- Dissemination of the Africa DM Framework and Standard Operating Procedures for emergency response
- Reviews/evaluations/ lesson learned after disaster response operations
- Development of an RDRT strategy for Africa and increased number of RDRT/NDRT/ERU-trained members in the zone
- Strengthened support for Senegal River Basin initiative
- Transition for Niger, Nigeria and Liberia to be established as fully-fledged country representations.
- Representation in IFRC General Assembly in Sydney.

### Working in partnership

The table below shows operational partners who provided funding during 2013. This generous support takes advantage of efficiency of IFRC Secretariat resources in the field and results in more resources and support being available for National Societies. IFRC wishes to thank partners for their support during the year.

Partner/Donor	Agreement
Swedish Red Cross	Development and Emergency
European Commission - DG ECHO	Emergency
Japanese Government	Development
Norwegian Red Cross	Development and Emergency
Finnish Red Cross	Development and Emergency
British Red Cross	Development and Emergency
Irish Government	Development
Japanese Red Cross Society	Development and Emergency
Danish Red Cross	Development and Emergency
United States Government - USAID	Emergency
United States Government - PRM	Emergency
The Netherlands Red Cross	Development and Emergency
UNHCR - UN Refugee Agency	Development
American Red Cross	Development and Emergency
The Canadian Red Cross Society	Development and Emergency
WHO - World Health Organization	Development
Italian Government	Emergency
Italian Government Bilateral Emergency Fund	Emergency
Swiss Red Cross	Emergency
United Nations Foundation (UNF)	Development
Icelandic Red Cross	Development
Lars Amundsen Foundation	Development
Red Crescent Society of Islamic Republic of Iran	Emergency
Luxembourg Government	Emergency
Red Cross of Monaco	Development and Emergency
New Zealand Red Cross	Development
Saudi Arabian Red Crescent Society	Development
UNDP - United Nations Development Programme	Development
Australian Red Cross	Development
Monaco Government	Emergency

Standard Diagnostics, Inc.	Development
Kenya Red Cross Society	Development
German Red Cross	Development
Austrian Red Cross	Development
Taiwan Red Cross Organisation	Emergency
China Red Cross, Hong Kong branch	Emergency
Andorran Red Cross	Emergency
Rwandan Red Cross	Development
Bulgarian Red Cross	Emergency
Malagasy Red Cross Society	Development
VERF/WHO Voluntary Emergency Relief	Emergency
Burundi Red Cross	Development
Cyprus Red Cross	Emergency

### Progress towards outcomes

#### Business Line 1 – “To raise humanitarian standards”

Outcome 3: An independently-validated Africa zone-wide peer review mechanism is facilitated to benchmark National Societies and the Secretariat itself

Outcome 4: The professional qualifications and competences of staff and volunteers at all levels are strengthened through an international academic network

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
# Sub Saharan African National Societies taking part in the Organizational Capacity Assessment and Certification (OCAC) process	0	15	15 up to 2013
# Learning platform users in Africa	NA	1,000	3,751
Comments on progress towards outcomes			
<p>In 2013, these objectives were largely pursued through global programmes and field cooperation using Statutory/unrestricted resources. The IFRC Learning Platform hosts online training and certificate courses. By Q4, 2013, there were a total of 3,751 active users affiliated to African National Societies. Of 48 National societies making use of the learning platform, 13 had more than 100 registered users. In all, there were 3,228 registrations for online courses, of which 1,215 were completed.</p> <p>The Learning Network provides affordable accredited certificate courses in disaster management, health, organizational development and humanitarian diplomacy, which can be built on to lead to diploma and Masters qualifications. Programmes include health (in collaboration with the University of Manchester), humanitarian diplomacy (Diplo Foundation), social and voluntary sector leadership (Thunderbird School of Global Management) and Cash Transfer Programming in partnership with CaLP (Cash Learning Partnership).</p> <p>Additionally, training and workshops remain an essential strategy for building capacities of National</p>			

Societies and all African business units undertook such trainings in 2013.

Another related accomplishment in 2013 was support to establishment of an online e-learning platform in Ethiopia and Kenya Red Cross Societies. The platform permits hosting of training content unique to the National Society.

### **Business Line 2 – “To grow Red Cross Red Crescent services for vulnerable people”**

Outcome 1. Timely quality disaster relief assistance is delivered to people affected and to National Societies, mobilising fully operational regional disaster response teams where required

Outcome 2. Comprehensive technical assistance is provided to National Societies on community level disaster management programming, incorporating disaster risk reduction

Outcome 3. Comprehensive disaster management database is developed and continuously updated

Outcome 4. An Africa Zone-wide Plan of Action is developed for strategic engagement with regional and intergovernmental organisations in tackling major disasters and crises

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
# Beneficiaries of new emergency appeals launched during the year	0	2,606,957 (2011 total)	5,710,776 (Geneva Secretariat EA Donor Response 2013 Report)
# DREF operations successfully launched during the year	0	55 (2011 total)	36 (not including additional DREF loans for Emergency Appeals)
# Emergency Appeals successfully launched during the year	0	11 (4 yr. Avg.)	11
# NS compiling a ‘DM matrix’ which maps out DM capacities	49	49	48

### **Comments on progress towards outcomes**

In 2013, 36 DREF operations were launched to respond to disasters in 24 countries (Benin, Botswana, Cameroon, Central African Republic, Chad, Ethiopia, Ghana, Kenya, Madagascar, Malawi Mauritania, Namibia, Niger, Republic of Congo, Rwanda, Seychelles, Sierra Leone, Somalia, South Sudan, Sudan, Togo, Uganda, Zambia and Zimbabwe). Another dozen DREF requests were turned down during the year as part of Quality Assurance.

A total of 11 emergency appeals were launched to respond to disasters and emergencies in 9 countries (Burundi, Cameroon, Chad, Democratic Republic of Congo, Kenya, Namibia, Somalia and Sudan). All were relatively small in size and no large appeals were launched. Together with the active emergency appeals which were launched prior to 2013, total income for emergency appeals in 2013 was CHF 17.1 million, reflecting this reduced scope.

The Standard Operations Procedures (SoPs) for Disaster Response in the Africa Zone SOPs were finalized and agreed within IFRC and ICRC and rolled out. The SoPs define internal arrangements of the Federation Secretariat for supporting National Societies who respond to disaster situations for a more coordinated, effective and accountable disaster response.

The dissemination of the Disaster Management Framework 2013-2017 continued during the year, with the belief that the framework, developed by 48 NSs (out of the 49) and IFRC, will contribute to strategic programming in the areas of disaster response, disaster risk reduction, advocacy on behalf of the most vulnerable, and capacity building of the NSs in the Africa Zone.

More reviews and formal evaluations were carried out in Africa than in any other zone. Fourteen DREF operations have been reviewed, including three in Benin (floods, cholera and fire), two in Uganda (two Ebola operations), one in Malawi (floods), one in Zimbabwe (floods), one in Seychelles (floods and landslides). 10 emergency appeal operations were evaluated, including seven food security operations in Sahel (Mali, Gambia, Mauretania, Senegal, Burkina Faso, Chad, and Niger), the emergency appeal for Comoros, the Mozambique floods operations, and Sierra Leone cholera emergency operation. The reviews and evaluations, while adding to the project management burden, have contributed to institutional learning. Final reports are normally published on the public website, underscoring the institutional priority given to transparency and accountability.

### **Business Line 3 – “To strengthen the specific Red Cross Red Crescent contribution to development”**

Outcome 1. Strategy 2020 is rolled out throughout Africa, with support provided to National Societies for strategic planning based on S2020

Outcome 2. Programmes and support mechanisms addressing health and care priorities are developed and improved, enhancing social mobilisation and encouraging volunteering and engagement of youth in RC/RC activities

Outcome 3. Social cohesion is promoted and situations of discrimination and exclusion are addressed

Outcome 4. NS capacities and internal development are strengthened by alignment of assistance to their self-determined needs

Measurement			
Indicators	BL	Annual Target	Year to Date Actual

# NS with National Strategic Plans aligned with S2020	16	32	27
# NS supported on immunization	0	19	2
# of NS health staff trained as psychosocial support focal persons	0	12	24

### Comments on progress towards outcomes

In addition to the 27 National Societies with plans drawn subsequent to strategy 2020, Côte d'Ivoire Lesotho, Liberia and Tanzania had plan cycles beginning in 2013.

Support of vaccination campaigns in Democratic Republic of Congo and Nigeria have gone as planned, including:

#### Democratic Republic Of Congo (DRC)

- Training of 550 volunteers and 35 volunteers supervisors on appropriate immunization messaging, polio communication to reach targeted population through household visits.
- Production and dissemination of polio IEC materials.
- Volunteers social mobilization activities before, during and after the vaccination campaigns.
- Attending coordination and planning meetings at the National and district levels.
- Technical support and monitoring by IFRC Central Africa Regional Representation to ensure compliance with planned activities.

#### Nigeria

- Mobilization of 350 volunteers in 36 polio high-risk wards of the 59 in the northern state of Kaduna
- Social mobilization activities to reach under 5 children in the targeted wards.
- House to house sensitization, targeting mothers to educate them on the importance of good infant feeding practices, antenatal, pre and post-natal care.
- 3-day post-campaign surveillance to trace the children who missed the vaccination, ensuring that the missed children were vaccinated

End 2013 and early 2014 saw the signing of contracts for IFRC as principle recipient under Global Fund Niger Round 10 Tuberculosis and Central African Republic Round 8 Malaria The projects generated a significant amount of learning and point the way to possible future similar partnerships with Global Fund.

Support for 2014 was lined up for Sahel Region's Senegal River Basin Initiative (IRIS) program – an integrated regional DRR programme targeting Guinea, Mali, Mauritania, and Senegal.

A WATSAN Strategy for Africa was developed and finalized with inputs from colleagues from the Regions. It was disseminated through NS, particularly the WATSAN workshop in Nairobi. The Côte d'Ivoire WatSan project ended in December 2013 and WCRR team ensured the completion of all remaining activities and conducted a lessons learned workshop in order to capitalize the expectations for the benefit of future projects.

A training of trainers took place in Malawi targeting 24 trainers from 14 NS from Eastern and Southern Africa. Support was provided from the Psychosocial Support Reference Centre in

Copenhagen.

The African long term food security strategy 2013-2017 was finalized with the inputs of African NSs and PNSs. This document has been translated into French and disseminated throughout Africa. The Strategy will assist in planning and programming to prevent, address, mitigate and reduce impact of food insecurity for affected and high risk communities. Comprehensive analyses on food insecurity for the regions have been conducted, identifying priority countries: Niger, Ethiopia, Sudan, Mauritania and Mozambique.

A variety of pilots and partnerships were pursued in Sahel to address Food Security. IFRC Sahel co-organized an October DRR and agriculture workshop in partnership with 7 other international organizations from UN agencies and NGO's involved in DRR and food security. IFRC/Sahel joined the consortium of international organizations (ACF, Save the Children and Oxfam), to prepare a press release during the Prevention and Management of Food Crisis meeting (PREGEC) in November. An MOU between FAO and IFRC was signed in Rome in October, and a regional meeting organized to analyse how to operationalize the MOU through a common strategy which targets "green wall" areas.

The community-based food security project in Mali and Niger aims at supporting community gardens (25 in Mali and 9 in Niger) developed by women cooperatives, through training, distribution of improved seeds and tools, and access to irrigation. Additionally, the Niger integrated food security programme includes health, nutrition, agriculture, small livestock, WatSan components.

The Senegalese Red Cross Society piloted 2 cash transfer mechanisms: cash transfer via mobile phone with 100 households and barcode voucher or DMDS system with additional 100 households. The new IFRC Standard operating procedures (SOPs) for cash-based programmes were adapted to the Senegalese Red Cross Society reality and a lessons-learned workshop of the cash transfer pilot programme was organized in December at the National Society.

Community based activities implemented in Ghana, Togo and Benin are in favour of women groups/mother's clubs under the pilot food security activities supported through DFID and Irish Aid funds. This support included the provision of agricultural equipment and tools. A total of 112 women and 3 Mothers' Clubs were the direct beneficiaries of the pilot project in Togo; 2 groups of 60 women in Benin; 100 farmers supported in three communities in Ghana.

#### **Business Line 4 – "To heighten Red Cross Red Crescent influence and support for our work"**

Outcome 1. National Societies are supported to adopt or amend NS legislation and further develop their auxiliary role, as well as promote and advocate for IDRL and risk reduction law

Outcome 2. Resource mobilisation capacities of NS are scaled up, diversifying income sources and expanding partnerships

Outcome 3. National Societies are supported to develop competences and skills in promoting humanitarian diplomacy

Outcome 4. Information and communication strategies support advocacy on behalf of the vulnerable, RCRC visibility and resource mobilisation

Measurement			
Indicators	BL	Annual Target	Year to Date Actual

# NS adopting or amending NS legislation	0	NA	NA
# Countries that have, or are developing domestic laws, policies, and/or procedures in line with the IDRL Guidelines	0	8	10
# Countries with functioning Disaster Response laws in line with the IDRL Guidelines	NA	NA	NA
# NS supported on Humanitarian Diplomacy skills	NA	NA	NA
% coverage of emergency appeals	29% (2011)	100%	40%
% coverage of development appeals	73% (2011)	100%	82%

### Comments on progress towards outcomes

Following the 8<sup>th</sup> Pan African Conference, the priority in Humanitarian Diplomacy became assistance to African National Societies in crisis. 2013 saw initiation of the innovative peer support and accountability African Governance Group (AGG) system, including the AGG-African Governors Board (AGB) meeting held in Nairobi. This targeted 9 African National Societies in trouble to help them recover.

10 African Countries have, or are developing, new domestic laws, policies, and/or procedures in line with the IDRL Guidelines (Kenya, Botswana, Malawi, Sierra Leone, Tanzania, Seychelles, Mauritius, Madagascar, Ethiopia, Rwanda, Uganda).

Namibia has developed new regulations for disaster risk management, to implement the 2012 DRM law, consistent with the IFRC IDRL Guidelines. With IFRC support, Rwanda has adopted a new disaster risk management law with substantive provisions on international disaster response, drawing on the Guidelines.

The total 2013 budget of CHF 49.7 million for development programmes, total income was CHF 44.5 million, 82% coverage. Emergency Appeal budget coverage was 40% of CHF 28,457,393.

IFRC South Sudan Office successfully secured a status agreement with the Republic of South Sudan on 16 September 2013 and restarted operations in Eritrea after a long hiatus that saw all humanitarian organizations expelled from the country.

### **Business Line 5 – “To deepen our tradition of togetherness through joint working and accountability”**

Outcome 1. Assistance is aligned among Movement components: National Societies (including PNS), ICRC and the Federation, to optimise the Movement’s work and impact at country level

Outcome 2. International cooperation and coordination dialogue is enhanced through regular Africa Zone National Society leadership meetings, dialogue platform meetings and other National Society groupings and regional networks

Outcome 3. Information sharing is promoted through mapping existing capacity gaps and other

global initiatives including digital divide, NS databank and the Federation-wide Reporting System (the latter two now combined).

Outcome 4. National Societies increase the quality and impact of their programmes through sound programme management, including timely and quality planning, monitoring and reporting

Outcome 5. Partner National Societies enjoy scaled up administrative and technical support from the Federation country office.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
# NS with National Strategic Plans aligned with S2020 (see also BL1)	16	32	27 (see above)
# National Societies supported in their priority IT needs under the 'Digital Divide' project	NA	4	4
# African National Societies with Federation-wide Databank and Reporting System records for any of 7 proxy indicators	14	14	48 (100% of NSs)
# African National Societies with Federation-wide Databank and Reporting System records for ALL 7 proxy indicators			37
# Reports done	507 (12/2011)	600	~700 (incl. all).
# Reports outstanding	51 (12/2011)	0	57
% Reports done as percentage of total reports due	91% (12/2011)	100%	92% (12/2013)

#### Comments on progress towards outcomes

In 2013, the digital divide initiative completed projects in Sudan (Electronic Finance system implementation), Somalia (Branch Internet connectivity, IT network upgrade and cloud email setup), Liberia, (provision of computers and printers, Internet access upgrade, IT network upgrade, cloud email setup, website design and hosting, software provision and IT user training) and Mauritania (as Liberia, plus set-up of telephone systems).

The Federation-wide databank and reporting system (FDRS) was updated during 2013, with significant information for most African National societies completed for the 2012 reference year. The database is an important step in being able to capture and represent the whole of the Federation as a single organization.

PMER capacities were strengthened through various capacity assessment and capacity building activities, including a networking meeting in East Africa, a regional Planning and Review Meeting for West Africa and a full PMER training for French speaking NS in the region.

Reports are a priority activity for IFRC project managers, as well as for the PMER and Finance staff

that support them. In 2013 a total of 656 donor reports were produced and shared (~110% of target and about 55 donor reports per month). Additionally, other plans and reports were produced and shared on FedNet, resulting in nearly 700 total products produced and published in 2013. This represents a continued upward trend since 2010. In 2013 the ratio more than doubled from 2011 to the equivalent of one report due for about every CHF 50,000 of voluntary income.

Detailed individual reports for each Africa Zone business unit are also available by following the links below:

Business unit	Link
Sahel Region (MAA61004)	<a href="#">Annual Report 2013</a>
Chad (MAATD001)	<a href="#">Annual Report 2013</a>
Central Africa Region (MAA62001)	<a href="#">Annual Report 2013</a>
Africa West Coast Region (MAA61002)	<a href="#">Annual Report 2013</a>
Southern Africa Region (MAA63001)	<a href="#">Annual Report 2013</a>
Zimbabwe (MAAZW001)	<a href="#">Annual Report 2013</a>
East Africa Region (MAA64003)	<a href="#">Annual Report 2013</a>
Ethiopia (MAAET002)	<a href="#">Annual Report 2013</a>
Eritrea (MAAER002)	<a href="#">Annual Report 2013</a>
Sudan (MAASD001)	<a href="#">Annual Report 2013</a>
The Republic of South Sudan (MAASS001)	<a href="#">Annual Report 2013</a>
Somalia (MAASO001)	<a href="#">Annual Report 2013</a>
Indian Ocean Islands Region (MAA64002)	<a href="#">Annual report 2013</a>

### Stakeholder participation and feedback

Stakeholders for the Africa Zone office include donors, regional and country representations, and IFRC Geneva Secretariat departments. Feedback with donors takes place through donor reporting, as well as through partnership meetings, regional meetings and extended consultations during visits from PNS headquarters. Feedback from regional and country representations include quarterly reporting and regular Africa Senior Management Team meetings, feeding into regular Global Senior Management team meetings.

The LTPF for the Africa Zone identifies as essential partnership strategies, including: Close engagement with host National Societies and mutual acknowledgement of the added value of that relationship; Fostering an inclusive and participating role for PNS that enables support to host

National Societies to benefit from the Movement's collective technical and financial resources; Building linkages among National Societies, their major stakeholders and donors, including advocating on humanitarian issues and promoting diversification of National Societies funding bases; Promoting innovation and best practice that helps National Societies to remain relevant and responsive to a changing humanitarian and development landscape; and; Promoting a culture of learning among partners in Africa.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Governance challenges among several African National Societies	H	Support to target AGG/AGB actions.
Fragmentation of Federation action in support of African National Societies	H	Promote opportunities to work more closely together, while putting Host National Societies first
Declining funding being directed through Red Cross Red Crescent channels	H	Work together to strengthen National Societies and promote Red Cross Red Crescent as a competent, effective partner; Explore new funding sources outside Movement.
Insufficient number of project managers	M	Appeal to PNS partners on advantages of support for delegates; Expand use of National Staff as Project Managers; Strengthen links with NS counterparts through project management training.
Delayed funding combined with period (annual) earmarking risks both implementation and accounting problems.	M	Make funding available sooner; Take special care to implement period earmarked funding soonest and to account for it well in advance of year end closure.

## Lessons learned and looking ahead

Some of the key lessons learned in 2013 include:

- Peer approaches embodied by the AGG and AGB hold promise in resolving governance and management problems among African National Societies. Salary support to key NS management positions can be an effective use of resources in helping African National Societies recover from management and governance problems accompanied by financial collapse.
- Ensuring adequate human resources throughout the Zone improves results. Increases in staffing in the Zone DMU and in the regions in 2013 improved the response capacities and possibilities for monitoring and quality assurance.

- Standard operating procedures (SOPs) for disaster response are effective in defining roles and responsibilities more clearly, while improving efficiency. RDRT deployments to support DREF operations have demonstrated improvement in quality and timeliness of the response as well as providing for the needed monitoring in the field.
- DREF reviews have provided opportunities for addressing operational issues and providing links to longer term programmes.
- Improvements in ICT infrastructure can help ANS become more integrated and active members.
- IFRC multilateral cooperation is an essential way for the IFRC Secretariat to engage with National Societies. Project implementation faces significant challenges of gaps from IFRC (or PNS) project managers to NS project managers and then to implementing branches and volunteers at the site of implementation. Special care needs to be made to help communicate plans and budgets and project implementation data faithfully across these gaps.
- Project resources need to be used to cover project management costs, including personnel, monitoring and reporting.
- Fragmentation of IFRC undermines the Red Cross Red Crescent role as a humanitarian actor, relative to others, further dividing already diminished resources into multiple minor channels that reduce impact and voice.
- Inevitable delays in obtaining time –earmarked funding create problems for implementation. Pre-financing by IFRC is risky in an environment of few donors. Options need to be discussed with donors so that a more satisfactory solution can be agreed for the future.
- Quality of Appeal-based reports should be maintained and promoted as an alternative to pledge based narrative reports. Donors should be discouraged from requesting interim narrative pledge based reports in favour of simple interim financial reports.

## Financial situation

[Click here to go directly to the financial report.](#)

## 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 \(NGOs\) in Disaster Relief](#) and the [Humanitarian Charter and Minimum Standards in Disaster 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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Saving lives, changing minds.



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 nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

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