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Emergency Plan of Action

Côte d'Ivoire: Ebola Preparedness

 International Federation
of Red Cross and Red Crescent Societies

Ebola Preparedness Fund (EPF)	Operation n° MDRCI007
Issue Date: 24 April 2015.	Date of disaster: 23 March 2014
Operation manager : Komena Ebouo Armel, DM West Coast	Point of contact : Dr Didier Bella, Health Coordinator RCCI
Launch date of the operation: April 23, 2015	Expected Duration of the operation: 6 months
Overall budget of the operation: CHF 360,000	
Number of people at risk: 3,000,0000	Number of Beneficiaries (direct and indirect): 1,500,000
Presence of Host National Society(ies) (number of volunteers, employees, sections) 5 staff from HQ, 15 NDRT & Head of local Branches, 15 local committees and 300 Volunteers	
Red Cross and Red Crescent Movement partners actively involved in the operation: French Red Cross, Netherlands Red Cross, Finnish Red Cross, ICRC and IFRC	
Other organizations actively involved in the operation: WHO, UNICEF, NRC, IRC, MDM, Terres des Hommes, OCHA, CDC, DRC Ministry of Health of Côte d'Ivoire (INHP, SMIT, DHP, NPSP)	

A. Situation Analysis

Description of the disaster

West Africa is currently facing the first and worst Ebola virus disease (EVD) outbreak. The outbreak began first in Guinea in December 2013 and it took three months to identify the disease. In May 2014, the virus had spread rapidly through the porous borders of Guinea to Liberia and Sierra Leone affecting and killing thousands of people.

As of March 11, 2015, the total number of cases were 24,282 with 9,976 confirmed deaths and the numbers continue to grow despite some progress in the fight against Ebola. To date, Ebola cases linked to this outbreak were confirmed in six countries in West Africa. While in Sierra Leone and Guinea remains active, Nigeria, Senegal and Mali were declared Ebola free few months ago and Liberia could reach this state in the next weeks. However, the risk of further spread in the region remains high as long as there are still some affected areas, especially in Guinea as the borders between countries are porous and cross-border activities intense.

Côte d'Ivoire has close ties with these affected countries and the citizens of these countries move freely and regularly among them because of ECOWAS conventions. The movement rate of ECOWAS citizens across borders is very high and comes with its advantages and disadvantages as well.

The public health experts call for more efforts and vigilance at this time because it is essential that all operational and humanitarian staff involved on the ground remain vigilant and cautious, and maintains all control measures in place including with the Red Cross volunteers.

Summary of current intervention

Overview of the action of the host National Society

Côte d'Ivoire Red Cross received from the IFRC a DREF allocation for an amount of CHF 60,000 which made possible the following achievements:

- Nineteen (19) of the CIRC staffs were trained on the signs of EVD, modes of transmission, and preventive measures;
- 136 volunteers were trained on the signs and symptoms, modes of contamination and preventive measures against Ebola virus disease and on hand washing techniques
- Production of 1,000 folders and 50 image boxes that served as support for social mobilization
- 27,064 households in 188 villages were reached with sensitization activities
- 100 low and high risk PPE kits made available (90 Low Risk and 10 High Risk)

As part of the coordination plan for the Ebola virus disease preparedness set up by the Government of Côte d'Ivoire, the CIRC is present in the following committees:

- Communication
- WASH
- Social Psychology
- Case management

Côte d'Ivoire Red Cross has contributed to the development of protocols at the request of National Preparedness steering Committee:

- Safe and dignified burial (formally known as dead body management)
- Waste management
- Disinfection of premises and equipment
- Communication
- Medical care

CIRC has technically supported the national committee against Ebola that was set up by the government in the establishment of an Ebola Treatment Centre (ETC) in Yopougon (Abidjan) and provided material support for the construction of the ETC sanitation facilities (latrines - slabs, bleach, plastic sheeting).

CIRC has trained a pool of 19 trainers on communication, contacts tracing, body management, signs and symptoms.

Action of the International Red Cross and Red Crescent Movement in the country

French Red Cross

- Targeted towns: Guiglo, Toulepleu Tabou Duekoué, Tai, Bolequin (Exclusively towns from west of Côte d'Ivoire)
- Activities conducted (training of 10 volunteers in each city including health workers on communication, contact tracing, body management, signs and symptoms, prepositioning of disinfection kits in local committees)
- It also participates in the coordination and monitoring activities in the area

Netherlands Red Cross

- Targeted towns: Tingrela, Minignan, Odiénné, Koro, Touba Ouaninou, Sipilou, Man, Danane, ZouenOuien, Binhouin
- Activities conducted (training of 128 volunteer in targeted towns, 72 staffs of the health district on communication, contact tracing, body management, signs and symptoms, prepositioning of disinfection kits and awareness tools in local committees)
- It also participates in the coordination and monitoring activities in the area

It is important to underscore that based on the success of this project, which ended in December 2014 reaching up to 111,915 persons that the Dutch Government has been able to support the actions of the Cote d'Ivoire Red Cross through the Netherlands RC. Hence, this new support will contribute to the continuation of preparedness activities in collaboration with the IFRC.

Coordination within the Movement

Coordination meetings are held monthly and gather all the actors of the Red Cross Movement present in Côte d'Ivoire. The Côte d'Ivoire Red Cross ensures the lead of these meetings and programme coherence through its programme coordinator.

Action from actors outside the Red Cross / Red Crescent in the country

The CIRC upon request of external actors has made the following actors contribute to the implementation of activities:

UNICEF: Funding local NGOs including CIRC for sensitisation activities, action focused on schools
MDM: training of 40 Red Cross volunteers and 120 community health workers in 4 districts (San Pedro, Soubré, Sassandra) on the basics of EVD, communication, contact tracing, body management, signs and symptoms, and prevention measures.

NRC: Conducted a basic EVD training for 90 representatives in the Western zone; training on awareness and communication only

IRC: Conducted a basic EVD training for Red Cross volunteers and community health workers in Man (west)

MSF: Collaboration for the development of ETC and training of health agents dedicated to the ETC

Terre des Hommes: conducted a basic EVD training for Red Cross volunteers and community health workers in Abidjan, Dabou Bingerville and Bassam

Needs analysis, selection of beneficiaries, risk assessment and scenario development

Hazard and Risk

The Ebola Virus Disease (EVD) is a major public health issue of global reach. The epidemic was declared in Guinea in March 2014 and expanded in Liberia, Sierra Leone, Nigeria, Senegal and Mali. Côte d'Ivoire is a neighboring country of Guinea, Liberia and Mali, and it is considered to be in the pre-epidemic phase of EVD. Outbreaks in affected countries have been facilitated by the close interrelationships in some areas of these countries, with a lot of movements across the border districts with Côte d'Ivoire. The risk of infection is increased due to the high population density, poor sanitation and cross-border movements of the countries affected by this epidemic as well as porous borders. In addition, the threat on Côte d'Ivoire is due to the speed of propagation of the disease, its high lethality and the lack of medicines and vaccines (WHO Declaration). Côte d'Ivoire shares land borders of 532 Kms long with Mali, 610 kms long with Guinea and 716 kms long with Liberia which means for Côte d'Ivoire, a total of 1858 km are "at risk". Although most of them are relatively closed, air borders with all affected countries are re-opened since January 2014. The epidemic is lesser in the Malian side; however, the risk is greater in Guinea where the situation is still not contained. In Liberia also, risks still remain because a new case was reported in the last month.

Vulnerabilities and Capacities

The trend of the epidemic in the border countries of Côte d'Ivoire (Guinea, Liberia) remains unstable and transmission continues within both health facilities and communities. Failure to control cases of EVD in these countries, especially in Guinea, will require intensive efforts from all humanitarian actors in Côte d'Ivoire. In addition, the EVD is a real threat to the economic and social development of Côte d'Ivoire, which is rebuilding itself after years of civil war and a recent post-election crisis.

The Ivorian government conducts preventive actions and the Ministry of Health and fight against AIDS (MDSLS) is taking practical steps to protect the population of Côte d'Ivoire: Ban on hunting, consuming and marketing animals capable of transmitting the virus, promotion of individual and community hygiene measures, installation of leading stations for epidemiological surveillance in high-risk areas, setting up 16 treatment centers (ETC) in 14 towns. The MDSLS has activated the National Committee for the Fight against Ebola Outbreak. Under this Committee, CIRC is a member of the technical subcommittees of Communication and WASH (humanitarian assistance). In this logic of intervention, CIRC has already initiated capacity building operations in support of its volunteers as well as public awareness rising about the modes of transmission and prevention of Ebola virus in some priority areas in the western part of the country. In

addition, CIRC is actively involved in the development of technical protocols with the National Institute of Public Hygiene (INHP).

Selection of Beneficiaries

In addition to the treatment centers set up by the State of Côte d'Ivoire so as to cover 14 towns, most of the activities of other actors are concentrated in the west of Côte d'Ivoire. The activities are less intense in the towns within the country and the ones at the border of the three affected countries. Given the level of exposure of Côte d'Ivoire to the disease and given the level of preparedness of the country, the government has expressed the desire that all structures capable of providing substantial support to the State of Côte d'Ivoire to invest in the preparedness. The Minister of Health of Côte d'Ivoire hopes for a coordination of actions by actors and distribution of activities throughout the country. The Red Cross of Côte d'Ivoire with these 57 local committees located throughout the national territory is part of the few structures that are present in the country and able to give such a support.

However, the human, material and logistical resources that CIRC has at its disposal are not sufficient to cover all areas. A need for additional human resources training has been identified, as well as the recycling of staff and volunteers already trained.

As part of this action plan, CIRC identified the following beneficiaries:

- People living near the 16 sites for Ebola treatment centers
- Active Volunteers and staff of Côte d'Ivoire Red Cross from these areas
- People living in border towns with Guinea and Liberia
- The towns of the West because the epidemic is still not under control in Guinea

B. Strategy and Operation Plan

General objective

Contribute to the efforts of the Government of Côte d'Ivoire in the preparedness and prevention of an Ebola Outbreak in the country, by strengthening the capacity of the Red Cross of Côte d'Ivoire for a quick response.

Proposed strategy

The proposed plan aims to improve capacity and resilience of communities to the Ebola Virus Disease with as priority areas, the western region of Côte d'Ivoire, the border area of the affected countries of Guinea and Liberia. This project counts on a functional Community mechanism from Early Warning / Early Action (EW / EA) to Early Warning – Appropriate Action. Only the western areas will be targeted for social mobilization activities. About 1.5 million people, direct and indirect beneficiaries, will be affected throughout the learning process while ensuring that the project results could be reproduced if necessary in other parts of Côte d'Ivoire. The approach used in this project will be documented and capitalized to other Red Cross National Societies in the region. To ensure sustainability, the implementation strategy envisages:

- i. A highly participatory process through the involvement of stakeholders and the community in order to foster empowerment and ownership that are key factors of success in a development project.
- ii. A feedback mechanism will be put in place to support accountability towards beneficiaries.

The project is based on three operational strategic objectives:

Strategic Objective 1: - System centered on EVD preparedness approach: this strategic objective combines three pillars in a holistic manner: the skills, the tools and the resources. A national team in disaster response for Ebola (NDRT / Ebola) consisting of 15 people in the eight local targeted committees and zones, who will have to put into operation ETCs. The volunteers of the local Red Cross committees will be responsible for integrating the District Response Team in case of EVD (DDRT). The system is designed so that each entity can operate independently while maintaining the cross actions functions. The existing Ramp system will be enhanced with the help of other actors in the movement. This system will allow assessing the implementation and conducting surveys to review the implementation of the project.

Strategic Objective 2: EVD Community-centered: The preparedness approach aims for community empowerment, to contribute in monitoring and awareness which are critical to sustainability. Each community will develop its action plan targeting key indicators in preparedness and in building resilience. Before that, representatives of each community and members of district assemblies, and health authorities will have to approve the minimum necessary while formalizing the steering committee in the health districts to monitor progress and meet challenges. Volunteers of the CIRC will contribute to this process because they will be part of these communities and could easily integrate and make sustainable the provided operating structures.

During this phase, the focus will be on empowerment and community ownership to impose behavior change with regard to EVD risks. Communities will develop community action plans. A monitoring committee of community action plans will be implemented and equipped to enable the regular sharing of information, monitoring and evaluation of progress.

Sustainable development mechanism integrates all stakeholders at each level:

- Community mobilization officers (volunteers) will be trained on the job throughout the duration of the project on social mobilization techniques and on monitoring and evaluation (M & E) of field activities.
- Information will be shared with the government through meetings of the steering committee at local and national level.
- Local authorities play an important role in positive behavior change process. Their contribution will also be highlighted in our communication at national level.
- Communities will be supported to take the lead in the implementation of their action plan.

At the structural level

- A steering committee will be set up at the community level. The central role of the steering committees is to ensure timely information sharing between community members and stakeholders of the results of the monitoring and evaluation of implementation progress, and the recommendation in common usage. The National Society has active branches in most target areas and has experience in the implementation of these mechanisms.

At the operational level

- The CIRC Teams will benefit from the technical support and training needed to ensure good quality and implementation in due time. They will be responsible for implementation at the field level; the IFRC will provide technical support for monitoring the implementation quality
- Reports on regular activities, field mission reports will be produced and documented on a regular basis. The reports will be adapted whenever necessary to highlight the main achievements and impact
- The culture of a good cooperation and coordination with other agencies in Côte d'Ivoire will be encouraged. The information on the impacts of the implementation will be shared with government technical agencies and other stakeholders.
- Multi stakeholder missions will also be part of the strategy.

Strategic Objective 3: This section includes learning and capitalization of experiences. Documented recommendations will form the basis for a model / design that could be replicated or scaled up in other regions or countries.

The operation support services

Human Resources

Côte d'Ivoire Red Cross intends to involve all the staff of the headquarters and all concerned local committees and teams it has on the national territory. During this preparation phase the Red Cross of Côte d'Ivoire will involve Community Health Coordinator, 15 trainers (NDRT, Zonal Coordinators, focal persons from local branches), 03 staffs of the Wash department and 300 volunteers, from the North, Northwest, West, South and Central regions of the Country. There will be a surge capacity support from a sister NS through the deployment of an RDRT, while the IFRC Regional DM Officer will support the coordination of actions. The overall technical support will be provided by 2 delegates from the EVD Coordination of IFRC.

Logistics and Supply Chain

Côte d'Ivoire Red Cross has little vehicle in its fleet. Not only are these vehicles not in good condition they are also assigned to monitor several programs. This does not facilitate the participation of the health coordinator and the staff of the WASH team to coordination meetings as well as follow-up technical committees meetings. To ensure an effective participation in all these coordination and monitoring activities and for the a better logistics preparedness, there are plans for the CICR to acquire three vehicles of which one (Type Land Cruiser Hard, Top 4x4) will be purchased as an integral part of the operational effectiveness aimed in the long term coordinatiion and monitoring while the other two will be leased for 6 months from the IFRC Global Lugistic Unit for field activities. .

In each local committee, Côte d'Ivoire Red Cross has storage spaces that will be used for storage of equipment for pre-positioning. It will apply its procurement plan for managing procurement and supply (in compliance with the procedures and rules). All procurements will be made in coordination with the IFRC Regional Office for compliance with the rules and guidelines of the preparedness plan.

Information technologies (IT)

The National Society has radio network coverage in the major departments of the country and uses it to communicate with the branches. The internet connection is established throughout the country and mobile modems are provided to remote branches for easy communication. The digital divide plan of action of the national society is being rolled out to support program implemetation.

Communication

The CIRC website and newspaper will be used to disseminate information on actions taken in the context of prevention of Ebola outbreak. The visibility of the work of Red Cross volunteers will be provided during the operation through the local media and visibility material. Reports on the actions and lessons learned will also be broadcast. The activities carried out by the Côte d'Ivoire Red Cross will be broadcast via the communication channel on Ebola set up by the government.

Security

The security level in Côte d'Ivoire is satisfactory.

Planning, monitoring, evaluation and reporting (PMER)

The operation implementation will follow the planning below. In collaboration with the West Coast Regional Office according to a regular plan, monitoring and evaluation will ensure the effectiveness and efficiency of preventive actions. Regular reporting on the progress of implementation will be done.

Administration and Finance

The National Society has got a permanent administrative and financial department, which will ensure the proper use of financial resources in accordance with the conditions to be discussed in the Memorandum of Understanding between the Red Cross of Côte d'Ivoire and the IFRC West Coast Office. Financial resources management will be based on the procedures of the national society and on the own guidelines of this preparedness plan.

This operational plan is more for preparedness activities geared towards prevention which requires heavy involvement and deployment of volunteers and staff versus the classical relief operation. Thus, to have a strong and well prepared NS in the context of epidemics like EVD, most costs and activities are related to training of the national society volunteers and staff, exercises with communities and national authorities and logistics capacity. This situation tends to make the budget ratio of relief vs operational costs being the reverse of the normal rule.

C. DETAILED PLAN OF THIS OPERATION

Quality of the program /Common elements to all sectors (assessments, monitoring and evaluation)

Outcome 1: Continuous monitoring and Evaluation throughout the implementation of the operation for action plan readjustments							
Output 1.1: The Evaluation of initial and ongoing needs is updated after consultation with beneficiaries							
Planned Activities	Months	1	2	3	4	5	6
Participation in national coordination meetings with all stakeholders involved in the preparation		x	x	x	x	x	x
Hold coordination and evaluation meeting on CIRC level of preparedness by the movement, internally		x	x	x	x	x	x
Participation in technical meetings for drafting Protocol, defining the national strategy against the disease and monitoring the implementation of the national plan actions		x	x	x	x	x	x
Monitoring and Evaluation of activities		x	x	x	x	x	x
Lessons learned workshop							x

Early warning and emergency response preparedness

Result 1: Support for social mobilization activities, monitoring and preparation for case management by the Government of Côte d'Ivoire in the fight against Ebola							
Output 1.1: Côte d'Ivoire Red Cross is equipped and prepared for prevention, management, monitoring and control of the EVD							
Planned Activities	Months	1	2	3	4	5	6
Training of an Ebola resources Pool / Quick Response Team		x					
Successive Training / Refreshers of 300 volunteers on the 5 pillars of Red Cross response by the pool of trainers in the 16 local committees of regions with Ebola Treatment Center		x	x	x			
Deployment of 10 volunteers and staff in Guinea for practical training on the field (field school)			x	x			
Purchase of 16 social mobilization Kits (megaphones, one by local committee)		x					
Deploying a RAMP system for collecting information and investigation. It is set up to help the support strategy (EW / EA) and awareness strategy		x	x	x	x	x	x
Output 1.2: Awareness about Ebola virus and personal hygiene in communities close to treatment centers (CTE)							
Planned Activities	Months	1	2	3	4	5	6
Develop Standard Operational Procedures (SOP) for the EVD response teams to strengthen internal and external mechanisms		x	x	x	x	x	x
Production of Awareness Tools: Image Boxes, bills, flyers and posters		x					
Production of visibility materials (300 Shirts, 300 caps for volunteers and HQ staff)		x					
Deployment of volunteers for sensitization in communities close to Ebola treatment centers and in high-risk areas (signs and symptoms, transmission, prevention and control)		x	x	x	x	x	x
Mass awareness in public places and handwashing demonstration sessions					x	x	x
Product 1.3: The epidemic surveillance system of communities living in potentially hazardous areas and close to the CTE is strengthened							

Planned activities	Months	1	2	3	4	5	6
Session to set up sensitization Action Plan by community leaders in target areas		x	x	x	x	x	x
Prepositioning of 3 kits and 3 EDS Starter Kits		x	x				
Develop community structures of functional monitoring / Participate in Regional Meeting		x	x	x	x	x	x
Development of community and regional response plans		x	x	x		x	x
Establishment of a coordination mechanism for monitoring and cross-border epidemiological surveillance		x	x	x	x	x	x

**** Training Module :** *EVD signs and symptoms, case identification, prevention, awareness techniques, hygiene promotion, disinfection and decontamination of Watsan equipment, data collection locally, contact monitoring and basic techniques of protection during contact monitoring , psychosocial support, safe and dignified burial*

Budget

(see attached budget for details)

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 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.



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.

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Ebola Preparedness Fund

MDRCI007 Cote d'Ivoire :Ebola preparedness

Budget Group	Multilateral Response	Appeal Budget CHF
Shelter - Relief	0	0
Shelter - Transitional	0	0
Construction - Housing	0	0
Construction - Facilities	0	0
Construction - Materials	0	0
Clothing & Textiles	4,500	4,500
Food	0	0
Seeds & Plants	0	0
Water, Sanitation & Hygiene	1,940	1,940
Medical & First Aid	5,885	5,885
Teaching Materials	0	0
Utensils & Tools	0	0
Other Supplies & Services	0	0
Emergency Response Units		0
Cash Disbursements	0	0
Total RELIEF ITEMS, CONSTRUCTION AND SUPPLIES	12,325	12,325
Land & Buildings	0	0
Vehicles Purchase	35,500	35,500
Computer & Telecom Equipment	8,000	8,000
Office/Household Furniture & Equipment	0	0
Medical Equipment	0	0
Other Machinery & Equipment	0	0
Total LAND, VEHICLES AND EQUIPMENT	43,500	43,500
Storage, Warehousing	0	0
Distribution & Monitoring	10,000	10,000
Transport & Vehicle Costs	37,600	37,600
Logistics Services	0	0
Total LOGISTICS, TRANSPORT AND STORAGE	47,600	47,600
International Staff	0	0
National Staff	25,500	25,500
National Society Staff	45,313	45,313
Volunteers	19,650	19,650
Total PERSONNEL	90,463	90,463
Consultants	1,000	1,000
Professional Fees	10,000	10,000
Total CONSULTANTS & PROFESSIONAL FEES	11,000	11,000
Workshops & Training	90,000	90,000
Total WORKSHOP & TRAINING	90,000	90,000
Travel	8,662	8,662
Information & Public Relations	12,700	12,700
Office Costs	2,000	2,000
Communications	7,920	7,920
Financial Charges	5,000	5,000
Other General Expenses	6,858	6,858
Shared Support Services		
Total GENERAL EXPENDITURES	43,140	43,140
Programme and Supplementary Services Recovery	21,972	21,972
Total INDIRECT COSTS	21,972	21,972
TOTAL BUDGET	360,000	360,000
Available Resources		
Multilateral Contributions		0
Bilateral Contributions		0
TOTAL AVAILABLE RESOURCES	0	0
NET EMERGENCY APPEAL NEEDS	360,000	360,000