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# West Coast Africa Region Annual Report

 International Federation  
of Red Cross and Red Crescent Societies

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**This report covers the  
period 01/01/14 to  
31/12/14**

*A women's cooperative in northern part of Côte d'Ivoire in the city of Gbéleban was provided with agricultural tools and seeds valued at XOF 1.5 million to allow the cooperative to strengthen its capacity in production of cashew, sold for income generation. The initiative was supported through the.*  
December 2014/IFRC



## Overview

2014 marks the third implementation year of the long-term planning framework (LTPF 2012-2015) of the West Coast Region covering Benin, Côte d'Ivoire, Ghana, Liberia, Nigeria, Sierra Leone and Togo developmental programmes. Through this long-term planning framework, the technical assistance delivery approach has been aligned to the strategic objectives of the IFRC Strategy 2020. Established in 2011 in Abidjan, the West Coast Regional Representation (WCRR) has scaled up and diversified its programme that now operates an annual budget of CHF 2.7 million per year, through a developmental operation plan (DOP). Only in 2014, the West Coast region had budget of almost CHF 90 million for emergency operation, as a result of the Ebola Virus Disease (EVD) crisis that affected two of the regional countries – Liberia and Sierra Leone. Nigeria has its share of emergency funding under the response to the complex emergency caused by an upsurge of insurgencies and civil unrest in the northern parts of the country.

In line with the LTPF business lines, WCRR project's overall objective is to increase technical support on institutional strengthening to the seven National Societies (NS) aimed to improve the quality of service delivery to the most vulnerable people in respective countries. This report outlines progress in 2014 implementation year since the launch of the LTPF. By the end of 2014 the WCRR saw the results of the regional planning processes as evidenced by strengthened in-country support to National Societies (NS) programming as well as improved governance and management relations, revised strategic plans, knowledge bank of results and evidence, sound financial management and increased multilateral funding sources. Important elements in programming have been strengthened; such as planning, monitoring, reporting, finance management and resource mobilisation.

The WCRR through concerted effort of its lean staff complement has increased the level of multilateral funding as evidenced by the support to Ghana Red Cross that increased to over CHF 2.5 million for 2015 development project. Nigeria office has managed to sustain the provision of technical support to the NS without the leadership of a country representative, whilst Sierra Leone effectively collaborated with the NS and other stakeholders to implement a large scale emergency operation. Disaster response was also scaled-up as the WCRR increased focus on surge support to Liberia, Sierra Leone and Nigeria - West Coast countries severely affected by the EVD epidemic that unprecedentedly spread from its epicentre in Guinea in March 2014. As the in-country EVD response teams expanded, the WCRR surge capacity reduced to concentrate more on the developmental programmes.

IFRC technical support was also provided to immunization campaigns in Nigeria and Côte d'Ivoire; response to cholera outbreaks in Ghana, community-based health and First Aid CBHFA in Cote d'Ivoire, Ghana and Sierra Leone, mother and child health in Ghana and Nigeria as well as HIV prevention in all seven countries. Capacity building activities are integrated into the mainstream projects such as strengthening community-based health structures through a participatory approach and sector-based approaches such Participatory Hygiene and Sanitation Transformation (PHAST), Children Hygiene and Sanitation Transformation (CHAST) and community led total sanitation (CLTS).

The WCRR also ensured governance and leadership development to NS through either mentorship or in-country presence such as in Liberia and Côte d'Ivoire. All West Coast NS were well represented at the Africa Governance Group (AGG) meeting in held in Dakar in June alongside the West Coast Group network meeting. The West Coast Regional Group unanimously elected a new chairperson and vice who will continue working to reinforce the networks for West Coast National Societies.

## Context

The surge of epidemics outbreak (cholera in Ghana and Nigeria, Ebola virus disease (EVD) in Sierra Leone, Liberia and Liberia in West Coast Region) coupled with natural disaster such as flooding in Sierra Leone exposed large number of the populations to high risk of loss of lives and livelihoods. In Liberia, the number of EVD cases increased during the early period of the fourth quarter of 2014 including cumulative deaths especially in Montserrado (Monrovia) and Margibi Counties. From end of November to end of 2014, new cases had drastically reduced while efforts by humanitarian actors to contain the disease were increased. With the decline in the number of new cases, socio-economic activities have started picking whilst businesses re-opened. In Sierra Leone, the number of new cases remained constant posing fears of an upsurge in the last quarter of 2014. Nigeria was declared EVD free in October 2014 after the country managed to contain the disease that cumulatively infected 19 people claimed seven lives.

The souring socio-economic conditions are still challenging the stability of the region. The insurgency situation in the entire North-East part of Nigeria caused the number of internally displaced persons (IDPs) to rise to a million according to the National Emergency Management Authority (NEMA), while the number of refugees in the three neighbouring countries - Cameroun, Niger and Chad went just over 120,000 people with mostly women and girls. Borno, the hardest hit State in the North-East continued experiencing humanitarian challenges and increased needs within the 26 formal and informal IDP camps in the state capital, Maiduguri. Out of 27 Local Government Areas (LGAs) of the states, 20 were partially under the control of insurgents. The abducted more than 200 girls are still not rescued a situation that is precarious. The attacks from Boko Haram later moved to Abuja the Federal Capital Territory, with an increasing spate of bomb blasts.

It was clear that the presidential elections planned for 2015 in Nigeria and Cote d'Ivoire would worsen the security and political situation as early warning signs such as the torching and destroying of political parties' offices and vehicles, political leaders' properties, mass defection of party members including appointees and executives of the ruling parties to the opposition were evident. Nigerians residing in states other than theirs were forced to return to their states of origin in anticipation of violent elections. The Liberia senatorial elections held in December were characterized by legal issues, pre-election tensions and pockets of violence mainly in Monrovia. However, the post-election period was peaceful as political stakeholders accepted the outcomes without resorting to violence.

On a lighter note, the African Development Bank (AfDB) re-established its headquarters in Abidjan in 2014. This is an indicator proving that Côte d'Ivoire is back in the international arena. Positive step has been taken forward by the Côte d'Ivoire authorities for more inclusion of the opposition parties in the political "talks" as well as national reconciliation, by freeing tens of opposition prisoners.

## Working in partnership

**Table 1: Partners' areas of focus since 2012**

Name of Partner	Programme supported	Location
British Red Cross	DM, CAR	Liberia
Canadian Red Cross	DM, WASH/CBHP, MNCH,	Liberia, Cote d'Ivoire
Danish Red Cross	CBH,DM,CBHP	Liberia
Finnish Red Cross	CBHFA, OD	Cote d'Ivoire, Ghana
Japanese Red Cross	DM, MNCH	Benin, Ghana, Nigeria
Netherlands Red Cross	OD	Liberia
Norwegian Red Cross	CAR, HV	Liberia
Icelandic Red Cross	CBH	Sierra Leone
Spanish Red Cross	HV, WIN	Liberia
Swedish Red Cross	CAR, DM, CBHFA, HV, PMER	Liberia, Cote d'Ivoire
Swiss Red Cross	CBH	Ghana
ICRC	RDC,OD	Liberia, Benin, Côte d'Ivoire, Ghana and Togo
DFID	DRR, OD, FS, CBHFA	Benin, Cote d'Ivoire Ghana, Sierra Leone
Irish Aid	DRR, OD, FS, CBHFA	Benin, Cote d'Ivoire, Ghana, Sierra Leone
Nestle	WatSan	Cote d'Ivoire
Japanese Government	DM, OD	Benin
ECHO/EU	DM, Health	Sierra Leone, Nigeria
Government Departments	DN, Health, OD	All seven NS
Swiss Humanitarian Aid	CBH	Ghana
United Nations Development Programme	DM	Sierra Leone
United Nations Foundation	Health/Malaria Operations Research	Togo

Despite the challenging operating environment, integration and collaboration with internal and external stakeholders increased due to improved humanitarian diplomacy and accountability of the NS. Favourable relationship building conditions created by achievements such as the customs union, the free movement of persons, the ECOWAS passport, plus the political dynamics that supports the vision of ECOWAS also helped in partnership development initiatives at country and

regional level. The WCRR also enhanced the partnership coordination role and fostered local collaborations between the NS, government departments and other humanitarian actors.

In relationship building and advocacy, members of the WCRR took part in several stakeholders meetings, such with ECHO, EU, Africa Development Bank, ECOWAS, Nestle, Japanese Embassies, UN Agencies just to mention a few. In Liberia and Nigeria where IFRC has in-country presence, stakeholder's meetings were even more regular resulting in stronger partnerships and working relationships with the host NS. We appreciate support of ECHO, USAID, UNDP, DFID, Nestle and IRISH government to the WCRR programmes; as we welcome the increases support of the Japanese Government which estimated at USD 1.5 million in 2015. WatSan has been our flagship long-term project has a new five year agreement signed on 9<sup>th</sup> of October 2014 with Nestlé with about 80 per cent of the funds is directed towards long-term WASH projects in Ghana and Côte d'Ivoire. Following discussions initiated during the 3rd quarter of 2014, British Red Cross confirmed supporting 50 per cent of 2015 of the following positions: health Coordinator for West Coast and regional WatSan coordinator West and central Africa. The Swedish Red Cross acknowledge receipt of our proposal and indicated increased support to regional PMER and the Liberia project.

The IFRC has also maintained a close watch to the developments in Nigeria ensuring availability of deployable technical support as required and requested by the NS. Although there is a good working collaboration between the three components of RCRC Movement in Nigeria namely ICRC, IFRC and Nigerian RC; there is a need to host frequents Movement coordination meetings to strengthen the position of the Red Cross in the country. The WCRR also supported with deploying the regional PMER to support with the programme development and resource mobilization strategy

## Progress towards outcomes

**Business line 1:** To raise humanitarian standards

**Outcome:** Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality and impact.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<i>Output 1.1wc:</i> WC NS consistently contribute information to the databank with support of the WCRR			
1.1a) # of NS providing data on one or more FDRS key performance indicator	0	7NS	7 NS
<i>Output 1.2wc:</i> WC NS undertook a critical self-assessment (strength and weakness) and attain an OCAC certification			
1.2a) #of NS that have completed the self-capacity assessment and attained a certificate	0	2NS	Liberia
<i>Output 1.3wc:</i> Staff and volunteers in WC region participate in RCRC Movement learning platform and network			
1.3a) # of staff and volunteers who register and complete a course on the IFRC learning platform	7 at regional office	7	4

### Comments on progress towards outcomes

- The regional HR and PMER units support the NS with collecting information for the FDRS. All NS in WC region contributed information for all the FDRS indicators that include updates on financial statements, annual reports KPIs and number of volunteers or members.

**Business line 2:** To grow Red Cross Red Crescent services for vulnerable people

**Outcome:** Relevant, speedy and effective humanitarian assistance by African National Societies

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<i>Output 2.1wc:</i> The preparedness and contingency planning capacities of the NS of Benin, Cote d'Ivoire, Ghana, Liberia, Nigeria, Sierra Leone and Togo strengthened to respond the recurrent hazards			
2.1a) # of WC NS with contingency plans in place, up to date for all likely risks such as epidemics, floods, civil crises.	4	3NS	7NS
2.1b) % of NS using standardized regional response assets (e.g. RDRT) during emergency operations	80%	100%	80%
2.1c) # of WC NS with trained NDRT members in the current year	2013 RDRT training deferred to first quarter of 2014. 175 in Cote d'Ivoire, 125 Ghana, 70 in Liberia.	300	175 in Cote d'Ivoire, 125 Ghana, 70 in Liberia.
2.1d) Capacity of prepositioned relief stock	Regional stock prepositioned. Stocks for 3,450 persons prepositioned in Liberia	3,500 households.	1 (regional stock). For 2,350 persons in Liberia 1 (regional stock). For 500 persons in Benin and 1 regional stock of SDB kits
<i>Output: 2.2wc:</i> WC NS provided with adequate resources (logistics, financial and human resources) in preparing for, reducing risks and recovering from disasters and crises.			
2.2a) % of DREF (standalone) operations successfully implemented for small scale emergencies	100%	100%	80%
2.2b) # of people reached by international emergency response operations in WC region	200,000 directly and over two million indirectly reached	According to the EA	1,507,072

### Comments on progress towards outcomes

- The WCRR hosted a regional workshop 'think tank' - to craft a DRR framework for the region. The 'think tank' was attended by DM coordinators from Benin, Togo, Côte d'Ivoire, Ghana and Nigeria and participants from the stakeholders involved in DRR activities in Côte d'Ivoire. It was a good platform for information sharing and learning.
- DREF was also granted to West Coast countries that are not affected by EVD for preparedness that helped to position the NS within the national well-prepared mechanisms established by the governments. EVD was successfully contained in Nigeria and the trained volunteers spent the rest of the year working at Lagos International Airport screening passengers.
- In addition to the Nigeria Cholera (MDRNG015) and Bomb Explosion (MDRNG016), the Election Preparedness (MDRNG019) DREF operation was launched on 22 December 2014 targeting 120,000 people in 12 potential risk states. The DREF enabled NRCS to develop a contingency plan, train trainers on emergency first aid, and procure first aid materials and protective equipment for the volunteers in 12 branches. The ICRC also complimented the DREF with support to the contingency planning workshop, training or trainer's workshop and the prepositioning of relief and preventative materials.

**Table 2: DREF operations in West Coast Africa Region in 2013**

Country	2013				2014			
		DREF Code	Target	Budget	Country	DREF No.	Target	Budget
Benin	Fire	<a href="#">MDRBJ011</a>	2' 759	139'315	EVD Prep	<a href="#">MDRBJ014</a>	1'000	50,204
	Floods	<a href="#">MDRBJ012</a>	7'000	193'944				
	Cholera	<a href="#">MDRBJ013</a>	45'000	241'154				
Cote d'Ivoire	-	-	-	-	EVD Preparedness	<a href="#">MDRCI007</a>	1'500'000	360'000
Liberia	-	-	-	-	EVD Preparedness	<a href="#">MDRLR001</a>		101,388
Ghana	Cholera	<a href="#">MDRGH008</a>	60'000	205'309	Cholera	<a href="#">MDRGH010</a>	23,500	157,324
	Rainstorm	<a href="#">MDRGH009</a>	2'500	168'768				
Nigeria	-	-	-	-	Cholera	<a href="#">MDRNG015</a>		203,530
	-	-	-	-	Explosion	<a href="#">MDRNG016</a>	1'500	85,658
	-	-	-	-	EVD Preparedness	<a href="#">MDRNG017</a>	1'000'000	150,000
	-	-	-	-	Complex Emergency	<a href="#">MDRNG018</a>	150,000	250,000
Sierra Leone	Fire	<a href="#">MDRSL004</a>	2'253	167'769	EVD Preparedness	<a href="#">MDRSL005</a>		227,366
Togo	Cholera	<a href="#">MDRTG004</a>	80,000	154,913	EVD Preparedness	<a href="#">MDRTG005</a>	4'200'000	49,530
<b>Total</b>								

- The RTE (real time evaluation) for the EVD operation was conducted including in Liberia. The evaluation gave a positive note on the works of Liberia Red Cross and its volunteers, the IFRC and dedicated delegates with a note to pursue a recovery programme
- Nigeria Complex emergency appeal (MRDNG018) was launched in November 2014 for 12 months targeting 150,000 people affected by the insurgency attacks in the Northeast in Nigeria. The appeal is 30 percent covered calling for more donor support. Fundraising efforts in the country have not yielded much due to the nature of emergency, which is of a political nature that some potential local donors are not forthcoming to support the appeal. To strengthen the capacity of the NS, training was conducted Mega V and ODK that will be used to conduct assessments in the three states prior to implementation.
- Another aspect of the technical support that worked well is the deployment of surge capacity and RDRT members to support the DREF and emergency operations. During the reporting period, five international delegates and one RDRT deployed continue to be technically guided and managed remotely. The network of RDRT members ready for deployment in case of an emergency is hence strengthened.

- Côte d'Ivoire Red Cross was supported to do a pilot project in 'Flood Modelling' aimed at strengthening the NS position in the national platform for risk reduction. A workshop with key stakeholders - SODEXAM, Ministry of Environment, National Meteorological Service, OCHA, DRR Platform and the National Civil Protection was held to showcase the pilot project.
- The capacity of the WCRR emergency stock in Benin was reinforced by pre-positioning safe and dignified burial (SDB) kits; thus the WCRR is positioned to initiate rapid response should any of the countries gets affected by the epidemic.

**Business line 3:** To strengthen the specific Red Cross Red Crescent contribution to development.

**Outcome:** Appropriate capacities built to address the upheavals created by global economic, social and demographic transitions that create gaps and vulnerability, and challenge the values of our common humanity.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<i>Output 3.1wc:</i> Risks associated with climate change are known and reduced through mitigation and risk reduction interventions of WC NS			
3.1a) # of NS with participatory risk reduction programmes in high risk communities	7NS	7 NS	Cote d'Ivoire, Benin, Nigeria, Liberia, Sierra Leone.
3.1b) # of volunteers trained in community-based disaster risk reduction (CBDRR) and climate change adaptation approaches	In Ghana, Benin, Cote d'Ivoire, Liberia and Nigeria (approximately 1,500).	300	approximately 1,500
<i>Output 3.2wc:</i> The WC NS capacity to implement food security interventions is strengthened			
3.2a) Number of livelihood support programmes established in food insecure countries	Benin, Ghana, Liberia, Cote d'Ivoire, and Liberia.	7 NS	Benin, Ghana, Liberia, Cote d'Ivoire, and Liberia.
3.2b) Number of communities sensitised on nutrition	Two in Ghana, one in Benin, one in Cote d'Ivoire, one in Sierra Leone.	2NS	Ghana, Cote d'Ivoire, Sierra Leone Liberia, and Nigeria
<i>3.3wc:</i> WC NS health services strengthened through execution of the community-based health and First Aid approach			
3.3a) # of NS utilising the CBHFA approach	52 CBH training sessions. 1,283 Red Cross volunteers trained in CBHFA (688 in	7 NS	7NS

	Togo, 270 on DREFs, 175 on CHBHA in Ghana and Cote d'Ivoire, 150 in Liberia). 153 community-based volunteers (65 in Ghana, 65 in Cote d'Ivoire, 23 in Liberia).		
3.3b) # of WC NS supporting immunisation activities (routine or campaigns) during the current year	5 NS	7 NS	Togo and Nigeria
3.3c) # of HIV and AIDS prevention and home-based care projects in the region	Nigeria, Liberia, Ghana and Cote d'Ivoire	7NS	Nigeria and Liberia
Output WatSan: WC NS supported to implement sustainable water and sanitation (WatSan) projects that increase awareness in health and hygiene through PHAST approach			
3.3d) # of NS with WatSan activities during the year	Cote d'Ivoire, Ghana, Liberia, Sierra Leone, Benin	7NS	Liberia, Nigeria. Sierra Leone
3.3di) # of households that use safe water and practice safe water storage and conservation methods	105,088 households. 88 water points rehabilitated in Cote d'Ivoire	40 community water points rehabilitated. 80% of target household using safe water and safe storage methods.	*Activities differed to 2015 for Phase 4 of the Nestle supported project in Cote d'Ivoire
3.3dii) # of people with access to sanitation facilities in WC NS target areas	1,683 family latrine with 54 in Cote d'Ivoire in 2013. 11 module 4 cabins in Benin.	40 community latrines constructed. 40 school latrines constructed.	*
3.3diii) # of people reached with hygiene promotion campaigns	4,868 hygiene promotion sessions. 197 refuse dump sites. 2,689 disk racks installed 142 school hygiene clubs	40 safe conventional refuse dump sites per targeted community.	*
3.3div) # of community-based volunteers trained on hygiene promotions	Ghana, Liberia, Cote d'Ivoire, Benin volunteers.	In NS with CB projects	*

3.3dvi) # of established and functional Red Cross local committees with at least two members trained on monitoring and reporting.	48 local committees. 197 committee members trained in monitoring. 65 community masons in Cote d'Ivoire and 33 in Benin. 16 hand pump mechanics trained.	In NS implementing WatSan projects	*
<i>Output Blood Donation:</i> The supply of blood products to national blood transfusion centres is improved and benevolent have adopted risk-free behaviour			
3.3e) # of WC NS supported through First Aid to ensure supply of blood products to blood transfusion centres	0	4 NS	Liberia, Cote d'Ivoire, Nigeria, Ghana
<i>Output Malaria:</i> Increased use of insecticide –treated bed nets (ITNs) to reduce maternal and child mortalities caused by malaria			
3.3f) # of NS conducting malaria prevention and control activities	511,500 ITNs distributed in Togo 195,000 families sleeping under ITNs in Togo	7 NS	Cote d'Ivoire, Togo
<i>Output 3.4wc:</i> WC NS carry out activities aimed at reducing violence in communities targeting children youth and women empowerment			
3.4a) # of NS implementing activities aimed at reducing violence	Cote d'Ivoire, Nigeria, Sierra Leone, Liberia	3 NS	Nigeria, Cote d'Ivoire
3.4b) # of YABC peer educator who attend a skills-based training per year	110 YABC	100	0
3.4c) # of NS that have youth policies and programmes and are implementing YABC	4 NS	7 NS	7 NS
<i>Output 3.5w:</i> WC NS diversify income sources reducing dependence on single partner while maintaining and expanding existing and new partnerships			
3.1a) # of WC NS with more than 50% of their income generated domestically	Cote d'Ivoire	Benin, Ghana, Cote d'Ivoire, Liberia	In progress

#### Comments on progress towards outcomes

- In respond to the dire need of clean water and demand for adequate sanitation, WCRR continued supporting the implementation of the Nestlé/IFRC partnership (2011-2013) water and sanitation (WatSan) project in Côte d'Ivoire. The project activities resumed in March 2012 after delays due to the civil unrest of 2011 and have a revised project implementation plan up to December 2014. Anew agreement was signed in 2014 for five programmes in Cote d'Ivoire and Ghana. The main outcome of this method is the creation of water; sanitation and hygiene (WASH) related demand and improved sustainability. The project social mobilization plan based on an innovative hybrid of PHAST and CLTS shows positive impact in terms of

maximizing beneficiary participation, contribution and feedback and the increased opportunities. This ensures building resilience and increasing coping mechanism at grass roots.

- Handover from the WatSan coordinator to the Côte d'Ivoire WatSan delegate ensured continuation of the planned activities and preparing for Phase 4 of the project. Implementation sites confirmations and operational processes (MoU, baseline, roll out RAMP, updated PoA marked the initial takeover process and will be completed by 1st quarter of 2015. Internal coordination with other PNS and ICRC in the area of WatSan to share experience and capitalize capacity realised from various projects implemented by Côte D'Ivoire Red Cross is ongoing. External coordination in the frame of the national and Côte d'Ivoire Red Cross EVD preparedness plans was also established.
- In Côte d'Ivoire, WatSan logistic set-up and inventory of the project equipment done as well as their maintenance and pre-positioning. WatSan project staff members were recruited and four positions filled. Selection of villages to benefit from Nestlé phase 4 project was carried out in collaboration with Nestlé, cooperatives and local authorities in charge of water, sanitation, academia, construction and health. The implementation strategy and M&E mechanism also in place.

**Business line 4:** To heighten Red Cross Red Crescent influence and support for our work.

**Outcome:** Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<i>Output 4.1wc:</i> Improved representation and advocacy for Red Cross Red Crescent activities in the region			
4.1a) # of NS supported in formal meetings with local authorities and regional bodies such as ECOWAS	4 NS	7 NS	Nigeria Ghana Cote d'Ivoire
<i>Output 4.2wc:</i> WC NS provided with tailored support to adopt and/or amend their legislation and further develop their auxiliary role to public authorities			
4.2a) # of WC NS with updated Act/Statutes in the last five years	Liberia, Cote d'Ivoire	Cote d'Ivoire, Ghana and Benin	Liberia Cote d'Ivoire
<i>Output 4.3wc:</i> The resource mobilisation capacity of NS is strengthened to inspire reliable contributions to their programmes and operations			
4.3a) # of NS provided with resource mobilisation capacity	Nigeria, Ghana, Cote d'Ivoire, Togo, Benin	7 NS	7 NS
4.3b) % coverage of emergency appeals opened in the reporting year	90%	90%	90%
4.3c) % annual coverage of funding outlooks for development programmes supported through IFRC Secretariat	60%	100%	68%

**Comments on progress towards outcomes**

- Côte d'Ivoire Red Cross for the better part of 2014 underwent internal instability since the cancellation of

the election of the national president in March 2014 by the court of Abidjan. Togolese Red Cross national president elections were contested by the former opponents and are still to take place. A case was raised at the court. Benin Red Cross has new management team that started a change process with support of the West Coast Regional Representative.

- The Red Cross of Benin appointed new leadership and management after a latent crisis, which destabilized the continuous functioning of the NS. This could be new opportunity for the NS to function and deliver the required services. In Côte d'Ivoire, the complaint introduced at the law court by some of the NS local branches for the cancelation of the former president re-election have finally received official deliberation on 10th April 2014. The law court requested to redo the general assembly and overall electoral process. Liberia Red Cross annual general assembly took place in December 2014; attended by in-country partners to jointly coordinate RCRC efforts in supporting the Government of Liberia in EVD eradication. IFRC provided financial support to the Nigeria RC Annual General Assembly planned for January 2015 to elect a new governing board.
- The WCRR also continues exploring and expanding NS efforts in peer-to-peer support, linkage with academic/training institutions in areas of leadership development, finance management and accountability. Efforts were been placed into strengthening resource mobilization, which saw the establishment of for example the Benin project funded by the Japanese Government. The project's main objective is increasing support to Benin Red Cross to scale up efforts on building safety and resilience capacities of communities most vulnerable to disasters. The WCRR jointly with Benin Red Cross initiated this multi-sector Disaster Risk Reduction and Climate Change Adaptation (DRR-CCA) project in the Alibori and Ouest Regions of Benin targeting 25 communities of an estimated 105,000 inhabitants.
- Support to resource mobilization/fund raising initiatives improved the funding situation in the region. Six proposals were submitted to Japanese Government supplementary budget for 2015, and only Ghana and Nigeria received positive feedback: Ghana USD 650,000 support epidemic preparedness activities and Nigeria USD 770,000 on assistance to vulnerable women, girls, children and frail elderly people affected by civil unrest in Nigeria. Working closely with regional representative and regional programmes, Nigeria was supported to build alliances with USAID Nigeria, EU and IFC (International Finance Corporation – looking forward to future fruitful collaboration in 2015. Ghana Red Cross with support of the WCRR intensified partnership development activities. A diplomatic dinner was held in May, which was an opportunity to raise the profile of both the IFRC and the Ghana Red Cross. The WCRR was represented by the PMER/RM delegate who on behalf of the regional representative presented. Nigeria was supported to building alliances with USAID Nigeria, EU and IFC (International Finance Corporation); looking forward to a collaboration in 2015.

**Business line 5:** To deepen our tradition of togetherness through joint working and accountability.

**Outcome:** More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<i>Output 5.1wc:</i> Capacities and resources are shared to improve coherence, alignment and accountability within the IFRC			
5.1a) # of memorandum of understanding (MoU), letter of agreements (LoA) signed with Movement partners during the year	3 in 2013	7	Swedish, Japanese, British
<i>Output 5.2wc:</i> WC programme network groups and regional network (West Coast Group) are promoted to optimise communication and dialogue between members and the Secretariat			

5.2a) # of NS network/cooperation meetings that take place during the year.	1	7 NS	Cote d'Ivoire Ghana, Nigeria, Sierra Leone, Liberia
<i>Output 5.3wc:</i> NS information technology (IT) improved enabling effective communication and information sharing within the organisation and externally with stakeholders			
5.3a) # of NS supported to improve communication capacity under the 'Digital Divide' project	2 NS	7 NS	Liberia Sierra Leone
<i>Output 5.4wc:</i> Vibrant and adaptive PMER system with relevant tools developed for seven NS in West Coast Region			
5.4a) # of NS with harmonised PMER procedures and tools	Liberia, Sierra Leone and Nigeria	7 NS	Togo, Liberia, Nigeria Sierra Leone
The quality, credibility, integrity and accuracy of PMER products enhanced through capacity building			
5.4b) # of NS programmes achieving planned targets as a result of enhanced PMER system	2 NS	7 NS	Togo, Liberia, Nigeria Sierra Leone
West Coast Region has well-articulated and realistic plans that enable effective result-based management of all NS programmes			
5.4d) # of NS with active strategic plan referenced in operational planning and proposal writing	4 NS	7 NS	Liberia, Sierra Leone, Nigeria
Output 5.5: Partner National Societies enjoy administrative and technical support from the Federation country offices			
5.5a: # of functional country offices in WC region	2	2	Liberia Nigeria
Output 5.6: Operating environment is continuously analysed to ensure the security of Federation Activities in WC region			
5.6a) % compliance with security regulations in IFRC operations	100%	100%	100%
<b>Comments on progress towards outcomes</b>			
<ul style="list-style-type: none"> <li>The WCRR increased focus on performance and accountability that was enhanced by improvements in finance management capacity. The region met all the KPIs in 2014 and closed the year without outstanding reports. There has been a marked improvement in the tracking of working advance with the NS, which is the only gap that would be improved with the recruitment of a regional operations manager in 2015.</li> <li>The support services are functioning efficiently staffed mostly by locally recruited staffs that are supported by delegates. Unfortunately for both international delegates and national staffs the contracts are mainly short-term. Another challenge is the lack of financial support for key positions such the health coordinator and operations manager.</li> <li>Key documents such as security compliance (Medevac plan, Security rules and regulation, security assessment, visitors pack, etc.) were updated and supported to have Abidjan a family posting status. The West Coast HR unit is following up to formalize partnership with MEDECIS, a medical evacuation service provider.</li> <li>Activities related to monitoring and reporting are improved with the support of the PMER delegate at the regional office. As per need, support is providing to NS and operations reporting requirements, especially Liberia where the programme is huge. Support missions were also carried to Nigeria to support the</li> </ul>			

strategic development plan process and to Ghana supporting the development of projects and resource mobilisation initiatives

## Stakeholder participation and feedback

The IFRC WCRR through its country structures continued supporting the NS in adopting a participatory approach to programming that encourages active involvement of stakeholders including beneficiary communities. The development of community-based programmes includes the participation of stakeholders from the planning phase through to the exiting phase. The approach has helped the NS to strengthened working relationships with their governments, non-governmental organisation, and the community-based structures such village committees, community management committees, mothers clubs and youth blubs. This has improved the dissemination of messages and the general implementation of community-based interventions such hygiene promotion.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority <u>High</u> , <u>Medium</u> , <u>Low</u>	Recommended Follow-Up
Transforming the WCRR into a family duty station	High	Financial and administration support
Integrity and credibility of the Nation Societies	Medium	National Society development support through a country-focused strategy to be pursued
IFRC Country presence	High	Continued support to secure funding and appointment of in-country technical staff in Ghana, Nigerian and Benin RM support to ensure 1-2 years funding for a Country Representative in Nigeria.
Funding architecture and alignment	Medium	Alignment of our HR and funding structure to implement our country focus support strategy
NS Core Costs and the National Society's heavy dependency on external donors	High	Support the development resource mobilization plan for multilateral and long-term funding, as well as NS income generating activities. Support to NS programme development, that enhance evidence based humanitarian diplomacy
Resources mobilization for emergency appeals	High	Support of regional resource mobilisation unit with marketing/fundraising tools Improve communications: impact of RC programmes; Diversify income streams Humanitarian diplomacy coaching of the National society leadership
The unprecedented spreading of the EVD in West Africa and the its negative impact on communities and the National Society capacity	High	Strengthen epidemic preparedness through cross border initiatives Plan for the recovery phase and ensure smooth regional integration Strengthen the regional representation capacity for a sustainable response mechanism inherent in the region

		Develop internal skills of staff to support the operations
Accessibility and movement between countries due to EVD outbreak	High	Lobby with the government to lessen the restrictions without jeopardizing the treatment and control protocols Cross border advocacy

## Lessons learned and looking ahead

- The funding support has been mostly received towards the end of the first quarter, thus exerting time pressure on programming, resulting in compressed the implementation timeframes which compromise quality. Fears are on compromised quality and reduced reach.
- WCRR programming has been without coordination capacity due to lack of funding to attack an operation manager and a health delegate. This has impacted negatively on follow-up and support to the implementing partners – the National Societies.
- The operating environment for the RCRC remains precarious due to emergencies, limited resources and the need for closer and greater cooperation and coordination among humanitarian actors, foremost among the RCRC components present in countries.
- The unprecedented spread of EVD drew human resources from the regional programmes, already with a lean contingent, thus putting a lot of pressure on technical assistance delivery to the development programmes. NS in EVD response and preparedness operation also had weakened human resource capacity as the demands of the outbreak have been overwhelming for both the NS and the government departments.
- The restrictions on travel within and between countries affected the EVD and the closure of borders in some countries had a negative impact on the regional consultation process, which is a critical step required for the development a regional disaster risk reduction strategy.
- The last few months of the year, Côte d'Ivoire and Nigeria where in an election preparedness mode, thus compelling the NS to embark on contingency planning; however limited financial resources coupled with emergency priorities derailed the processes. In addition there is need to plan for contingency planning process to ensure adequate preparedness capacity at all levels.
- Cote d'Ivoire, Benin and Nigeria NS underwent leadership change, which had challenges in Cote d'Ivoire and Benin. The WC regional representative undertook some support mission but still a resolve is being sought particularly to the Cote d'Ivoire case. This may demand the recruitment of a regional National Society Development focal point as the regional rep increases focus on regional strategic issues.
- Delay in reporting was still an issue due to late retirement of working advance by the NS. However, with the revitalised regional finance and administration unit, there was a marked improvement as a result of intensified follow-up and monitoring of expenditure.

## Looking Ahead

- The WCRR regional coordination is planned for the first quarter of 2015, as platform to provide an overview of the regional programming and NS' efforts with respect to the harmonization of technical support delivery, performance and accountability and institutional development.

- Developing a strategy for implementing the epidemic preparedness project in Ghana and continue with writing project concept papers which are evidence-based for other countries in need of similar funding.
- To carry out baseline studies for new projects in the region (according to the architecture of the funding).
- Support to Liberia, Nigeria and Sierra Leone EVD emergency operation transitioning into recovery and later development. The regional representation will ensure a smooth transition into regional programmes in consultation with the Ebola regional coordination and in agreement with the emergency appeals donors.
- Strengthen surveillance systems, environmental scanning and production of contextual 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](#) (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.

[www.ifrc.org](http://www.ifrc.org)  
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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