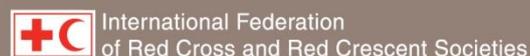


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Emergency Plan of Action Final Report

Cote d'Ivoire: (Civil Unrest – Elections Preparedness)



DREF Operation	Operation n° MDRCI009
Date of issue: 29 February, 2016	Date of disaster: 24 - 30 October 2015 (Dates of elections and results)
Operation manager (responsible for this EPOA): Alberto Bocanegra, IFRC West Coast regional operations coordinator	Point of contact (name and title): Dr Alain Roger Kouassi, Côte d'Ivoire Red Cross emergency coordinator.
Operation start date: 16 October 2015	Expected timeframe: One month (End date: 16 November 2015)
Overall operation budget: CHF 34,000	
Number of people affected: 15,000	Number of people to be assisted: 15,000 people, out of which 10,000 displaced persons, 4,000 injured, RLF 300 cases, 200 cases of gender-based violence and 500 deaths
Host National Society presence: Côte d'Ivoire Red Cross: Number of volunteers: 8,500 number of staff at branch level: 714	
Red Cross Red Crescent Movement partners actively involved in the operation (if available and relevant): French Red Cross, International Committee of the Red Cross and International Federation of the Red Cross and Red Crescent Societies	
Other partner organizations actively involved in the operation: ACF, ACTED, AFJCI, AIBEF, ASA, ASAPSU, Caritas, CARE, CIRC, CRF, DHP, DRC, FAO, HKI, ICRC, IDE Africa, IFRC, IOM, INHP, IRC, MAP International, MESAD, MSF, NRC OMS, ONUCI, PAM, Save the Children, SCG, Spiruci, UNAIDS, UNFPA, UNHCR UNICEF and VIF	
This is a Preliminary Report issued in advance of the Final Report, to be issued by the end of March 2016 following the end-year reconciliation of expenditures incurred.	

A. Situation analysis

Description of the disaster

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

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

The major donors and partners of the DREF include the Red Cross Societies and governments of Australia, Austria, Belgium, Canada, Denmark, Ireland, Italy, Japan, Luxembourg, Monaco, the Netherlands, Norway, Spain, Sweden and the USA, as well as DG ECHO, the UK Department for International Development (DFID) the Medtronic and Zurich and other corporate and private donors. The IFRC, on behalf of the Croix Rouge Cote d'Ivoire would like to extend its thanks to all partners for their generous contributions.

Summary of response

Overview of Host National Society

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

- 680 volunteers (two team leaders and 18 rescuers) + one doctor, for each of the priority areas to consolidate the team of each of the PAPS (Poste Avancé Premier Secours – First Aid Advanced Units).
- 34 refresher trainings in emergency first aid (reaching: 612 volunteers).
- 29 simulation exercises for volunteers (522 volunteers and 58 team leaders - one simulation exercise per local branch area).
- Procurement/pre-positioning of first aid kits (102 first aid kits for the 34 branches – three per branch).
- Procurement/pre-positioning of Red Cross jackets (Target: 381)
- Procurement/pre-positioning of Red Cross banners (Target: 62)
- Prepositioning of 15 vehicles.
- Creating a central operational command unit (PCO) made of 15 NS staff in charge of doing the supervision and coordination of the response.
- 177 communication units distributed among the volunteers in the 34 PAPS and the PCO.

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

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

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

Therefore during the operation, the CRCI was able to:

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

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

Overview of Red Cross Red Crescent Movement in country

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

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

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

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

Overview of non-RCRC actors in country

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

Needs analysis and scenario planning

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

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

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

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

Risk Analysis

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

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

B. Operational strategy and plan

Overall Objective

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

Strategy

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

- Refresher training in emergency first aid for volunteers (612, this is 18 per local branch) and 68 team leaders;
- Simulation exercise for volunteers (560, this is 20 for each of the 28 local branch) located in 28 local branch areas. The DREF allocation was complemented by the ICRC, who is supporting simulation exercises for volunteers (100 volunteers) in the remaining five local branch areas.
- Deployment of 594 volunteers, 66 team leaders and 33 doctors prior, during and after the announcement of the election results, in order to provide first aid assistance and psychosocial support.
- Procurement of basic first aid items (21 first aid kits) and visibility items (62 banners, and 381 Red Cross jackets). Please note that the DREF allocation is complemented by the support being given by the ICRC (50 banners, 250 jackets and stretchers).

This training was done to the teams of the local branches, which constituted the 33 PAPS (Poste Avancés de Premiers Secours), which were activated the day before the elections. These PAPS were supported by the pre-positioning of 15 vehicles located strategically to cover the hot spots, and under the control and guidance of the team leaders. In case of injuries, the volunteers were trained to provide first aid assistance and then do the referral to the pre-identified hospitals/ medical centres. All the coordination of this DREF operation was guaranteed by the PCO (Central Command Unit), at the HQ level, this is Abidjan.

Operational support services

Human resources (HR)

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

Two main coordination mechanisms were to be created during the implementation of the DREF:

- Operative Coordination Unit (OCU) will be established at CIRC national headquarters (NHQ), and will be responsible for the implementation of the CP (including the activities planned in the DREF operation). It will be coordinated by the CIRC disaster management coordinator, and will be composed of 14 members, including:
 - Disaster management coordinator
 - Head of the RFL Service
 - HIV and AIDS Coordinator
 - Community Health Coordinator
 - PPHV Coordinator
 - Head of the Training Department
 - Communications Officer
 - Telecommunications Officer

- Logistics Manager
 - Warehouse Manager
 - Accountant
 - Social workers (three)
- Central Command Post (CCP) to be established at CIRC NHQ (or at any other place designated by the competent authorities of the NS if the city does not offer suitable conditions for proper operations coordination.), to supervise and coordinate the implementation of the CP (including the activities planned in the DREF operation). It is the highest decision making body, and will be created in case of severe deterioration of the security in the country, and coordinated by the Secretary General, composed of 10 members:
 - CIRC President
 - CIRC Secretary General
 - IFRC representative
 - ICRC Head of delegation or his representative
 - Finnish Red Cross delegate
 - FRC delegate
 - NLRCS delegate
 - CIRC Head of Programmes
 - CIRC Head of Communication and Resource Mobilization
 - CIRC Head of Human Resources Department
 - CIRC Head of Finance and Accounting Department

Logistics and supply chain

A total of 17 vehicles, petrol and 17 drivers were prepositioned by the CRCI in strategic places to be able to cover all the needs coming from the 33 PAPS. ICRC was able to provide ten cars, and the French RC four, and finally the CRCI a total of three units (17 in total). The cars have been distributed as follows:

ICRC Cars:

- One car in Yopougon
- One car in Abobo. covering Abobo and Anyama
- One car in Agboville
- Two cars in Guiglo
- One car covering axe Duekoué – Guiglo – Bloléquin
- One car covering axe Guiglo - Tai
- One car in Man covering Man, Facobly et Kouibly
- One car in Bouaflé, covering Bouaflé, Bonon and Daloa
- One car in Gagnoa covering Gagnoa Sinfra

French RC Cars

- One car in Toulepleu
- One car in San Pedro
- One car in Tabou
- One car in Soubré

CRCI Cars

Three cars at the HQ to supervise

- One car to supervise the northern area
- One car to supervise the southern area
- One car to supervise the emergencies

Furthermore, other items were produced:

- 381 jackets
- 21 First Aid Kits
- 62 Banners

Communications

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

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

Security

During the DREF operation, security information was shared among the movement partners to ensure that the operation was implemented in a secure manner. The ICRC provided cars equipped with VHF radios. The OCU already informed all police and army stations on the CRCI PAPS locations, volunteer staff assigned to each post, and plate numbers of the cars. Each 2-3 hour, the OCU received an update on the situation of each area covering each of the 33 PAPS, and a three-hour update was done from CRCI to IFRC, ICRC and PNS. Furthermore, the logistics officer for IFRC was deployed during the day of the elections to support the NS in any possible needs. Precaution was taken to ensure that the volunteers were protected before, during and after the elections. There were no mayor incidents that affected the volunteers and staff throughout the country, except for a motorcycle incident affecting two volunteers but without any important consequence.

Planning, monitoring, evaluation, & reporting (PMER)

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

C. DETAILED OPERATIONAL PLAN

Early warning & emergency response preparedness

Early warning and emergency Preparedness and Response	
Outcome 1: Improve the capacity of the Côte d'Ivoire Red Cross to respond to the 2015 presidential elections	
Output 1.1 The Côte d'Ivoire Red Cross is better prepared to respond to any emergency eventuality surrounding the election process in the most "at risk" 34 areas of the country.	
Activities planned:	
1.1.1	Refresher training in emergency first aid (Target: 612 volunteers)
1.1.2	Conduct simulation exercises for volunteers (Target: 522 volunteers and 58 team leaders in 29 simulation exercises - One simulation exercise per local branch area*)
1.1.3	Procurement/pre-positioning of first aid kits (Target: 102 first aid kits for the 34 branches – Three per branch)
1.1.4	Procurement/pre-positioning of Red Cross jackets (Target: 381)
1.1.5	Procurement/pre-positioning of Red Cross banners (Target: 62)
1.1.6	Deployment of volunteers (544) and doctors (34) and team leaders (53) prior, during and after the elections (for a period of three days)
1.1.7.	Continuous monitoring and reporting on the situation prior, during and after the elections
Achievements	
1.1.1	All military and police authorities were duly informed on CRCI operation to guarantee the safety and security of

the staff as well as to receive support if requested. The contact details of the OCU were also shared to facilitate the communication process.

- 1.1.2 SOP were elaborated for the ID cards for volunteers right after the CP workshop held the first week of September 2015, around a month prior to the Presidential elections.
- 1.1.3 One refresher training has been done in each of the 33 locations, consisting mainly in first aid emergency, with a total amount of 75,000 CFA transferred to each of the locations, instead of the 100,000 CFA initially planned (due to transfer expenses).
- 1.1.4 One simulation exercise has been implemented in each of the 28 locations, consisting in preparing the adequate response for the different planned scenarios in the CP, management of emergency situations, safer access. The total amount of 75,000 CFA transferred to each of the locations, instead of the 100,000 CFA initially planned (the difference was kept to cover possible transfer expenses).
- 1.1.5 19 branches received 20 RC/RC jackets and one extra jacket (at CRCI HQ), which make a total of 381 jackets. Hence, there's a gap of 49 jackets, since the DREF planned to prepare 430 jackets. The reason for this gap is the rise in the market price of the jackets obliging some volunteers to use their old RC/RC jackets.
- 1.1.6 In total, 62 Red Cross banners were produced, which equates to 100 per cent of the intended target (62).
- 1.1.7 A logistics evaluation has been done in six locations to check their stock capacity to locate the required equipment for the implementation of the CP: Tabou, Guiglo, Gagnoa, Odienné, Korhogo, et Bondoukou.

Facts:

1. Identification of Medical Centres: the project allowed the CRCI to identify all the medical centres, hospitals and medical units available in each of the locations where the elections take place. This exercise will definitely help in future election process.
2. Injured people: No cases of injuries are to be reported in this DREF, except for some sick persons that showed up in the PAPS to get medical assistance, but without any connection to any acts of violence related to the presidential elections.
3. Deaths: no death cases were reported during the day of elections nor the days that followed related to any case of violence.
4. Field visits: in order to ensure the adequate monitoring and follow up of the interventions, the UCO members did some field visits, mainly in the capital (Abidjan).

Lessons learned

Lessons learned included:

- Early warning and emergency Preparedness and Response: CP needs to be done ahead of time to be able to mobilize the required resources, get the needed equipment so to avoid last minute needs.
- Resource Mobilization: Both IFRC, ICRC and PNS can jointly collaborate and set the type of support and contributions to the implementation of a CP, which can be in kind and cash money.
- Communication is key in the implementation of a CP. The NS realized that when prepaid cards are delivered, there's an immediate proactive communication from the field to the HQ.
- IT: VHF radios and Walki-Talkies have been used mainly in Abidjan, while in the field offices they were rarely used. This might be related to a lack of knowledge on their use. Hence, it is recommended to train volunteers on the proper use of radios before implementing a CP for elections.
- Communications: In this type of operations, apart from the banners, jackets and mission orders, the NS needs to prepare beforehand "Authorizations" to the volunteers, mainly for those that need to access some specific complex security areas.
- PMER: By the end of the implementation of the CP it is highly recommended to share recommendations with the local branches.
- Administration and Finance: The NS needs to include among possible expenses those related to transfers (bank),

mainly in those cases where a high number of branches are part of the program. The last lessons learnt is to follow a predefined process to put in place the CP, which should include the following phases:

- Drafting/ Finalization/ update/ Validation of the CP (6 months before the contingency).
- Sharing with the approved CP with RC/RC actors (PNS, ICRC, IFRC, etc.).
- Resource mobilization with RC/RC actors (PNS, ICRC, IFRC, etc.).
- Information sharing of all the components of the CP with all the field offices.
- Preparing the preparatory phase of the CP: with local branches (recycling volunteers, doing simulation exercises, doing refresher trainings in first aid, use of radios, providing equipment to the local branches in jackets, first aid kits, banners etc.).
- Put in place a communication system to access and analyse the data coming from the field offices.
- Operationalization of the CP.
- Analysing the results of the CP.
- Revision and adjustment of the CP.

Challenges

Key challenges included:

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

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 (NGOs) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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

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