



**STRATEGIC PROGRAMME DOCUMENT
(SPD)
WEST AFRICA
2011-2013**

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INTRODUCTION

The Strategic Programme Document (SPD) spells out the rationale and goals of DRC's presence in West Africa (WA) and outlines DRC's objectives and operational strategies in a 3-year perspective. The SPD is part of DRC's global accountability commitments, especially its Humanitarian Quality Management System (HQMS) and Humanitarian Accountability Frameworks (HAF). The SPD is also the core reference document for DRC's annual programme reviews and it is subject to periodical revision. It is recommended to read the SPD in conjunction with DRC's HAF for West Africa.

The SPD is based on the 5 principles of DRC's rights based approach. Overall it is embedded within the sectors of DRC's assistance framework and it reflects the context and displacement dynamics in the West Africa region. While DRC assists all crises affected populations based on their rights, women are particularly vulnerable in WA and special attention is paid to gender sensitive programming.

1. SUMMARY & BRIEF HISTORY OF DRC'S PRESENCE IN WEST AFRICA

The Danish Refugee Council (DRC) has been present in south east Liberia since 1998. Since 2006 DRC has been pursuing a regional strategy determined and shaped by the displacement patterns stemming from the conflicts in the West Africa region. With the aim of building up protection capacities for people in displacement and of working towards durable solutions upon return, DRC strives to have a presence in refugee/IDP producing areas and communities as well as in refugee/IDP receiving and hosting areas and communities. Currently, DRC runs a regional programme focusing on border areas between Liberia, Cote D'Ivoire and South East Guinée that includes protection and emergency interventions as well as rehabilitation and recovery activities (see Annex 1 for map). In the coming three years, DRC will continue to focus on these areas as they are particularly prone to conflict related displacement and protection violations due to resource competition and inter-ethnic tensions.

2. SITUATIONAL ANALYSIS

2.1 Root Causes of Crisis, Conflict and Displacement in West Africa

Since 1989, the West African region has experienced a series of conflicts and crises that have resulted in massive forced displacement. The principal conflicts include:

- The Liberian conflicts of 1989-1997 and 1997-2003, which pulled Sierra Leone, Guinée and Côte d'Ivoire into conflict and resulted in large scale displacement;
- 1991 invasion of Sierra Leone by fighters of the Revolutionary United Front (RUF), backed by Charles Taylor of Liberia;
- 2002 crisis in Côte d'Ivoire and continued instability until the signing of the Ouagadougou peace agreement in 2007;
- Invasion of Guinée by combined RUF and Liberia-backed dissidents;
- December 2008 military putsch following the death of President Conté in Guinée and the assassination attempt that removed junta leader Captain Camara in December 2009;
- A disputed second round of presidential elections in Guinée during 2010, which raised political and ethnic tensions.
- Post-election crisis in Côte d'Ivoire after the second round of presidential elections in November 2010, which led to a large scale displacement;

- An attempted coup against the democratically elected President of Guinée in July 2011 and growing tension between the president and members of his run off rival's ethnic group.

Growing (youth) unemployment, increasing prices of basic commodities and the impact of the global economic crisis on poor economies and development aid, coupled with rapid urbanisation/economic migration and irregular population movements, continue to fuel xenophobia, nationalist policies, inter-communal violence and unrest.

The root causes of crisis include a complex mixture of factors embedded in the interplay of socio economic and historical aspects, legacies of authoritarianism and the politics of exclusion, international forces, and local struggles. The following are regarded as being among the core contributing factors:

- Group struggles over control of natural resources, especially over land ownership;
- Poverty, unemployment and unequal distribution of economic resources;
- Weak governance, poor democratic process and feeble rule of law;
- Supply of arms by parties from outside the region, recycling of weapons in the region and the associated use of militia forces, mercenaries and foreign fighters;
- Issues of ethnicity, identity and varying concepts of citizenship;
- Grievances arising from previous conflicts that generate further conflicts;.

2.2 Scenario Summary

For a detailed scenario matrix, see annex 2.

Regional

West Africa remains one the world's poorest regions and recurring political crises, such as the 2011 post-election crisis in Cote d'Ivoire, only exacerbate the precarious humanitarian situation along the Liberian/Guinean/Ivorian borders. Cultural, linguistic and historical ties between groups living on either side of the Ivorian-Liberian border promote close commercial interaction and have enabled populations fleeing crisis and conflict to seek, and find, refuge in communities across the border. However, the capacity of host communities to provide for and protect displaced populations is frail. The region's important mining and rubber as well as coffee and cocoa sectors suffer from the global economic downturn, resulting in job and revenue loss. This places resources and social relations underpinning local capacity to withstand and recover from external shocks at risk.

The border areas in the sub-region still host armed groups and numerous unemployed ex-combatants willing to engage in armed violence, as was lately the case with Liberian mercenaries in Cote d'Ivoire. Sexual and Gender Based Violence (SGBV) is endemic and undermines recovery. The current displacement pattern, ongoing localised conflict, high prevalence of small arms and unemployed ex-combatants, and elections looming in each of the three countries create significant risks for further instability with increased displacement and acute crisis as potential scenarios.

Liberia

Though Liberia is relatively the most stable country in the sub-region, the situation remains fragile, and the influx of 200,000 Ivorian refugees in 2011 placed a substantial strain on the resources of host communities in north and south-east Liberia. Localised acute crises continue to erupt, mainly among returnees and communities of return that compete for land and resources and in urban centres due to scarce livelihood opportunities. High rates of unemployment mainly among ex-combatants and previous members of the Armed Forces of Liberia constitute an area of potential conflict. The elections scheduled for 2011 are expected to strengthen the positive development, but they do carry a

potential for political conflict that may escalate to social-ethnic divisions and clashes if not managed appropriately. Very poor infrastructure/roads keep the north and south-east of Liberia isolated from the capital and prevent commercial agricultural development.

Côte d'Ivoire

Disputed results of the second round of presidential elections in November 2010 led to a de facto duality of power, triggering a wave of inter ethnic and political violence, human rights abuse, insecurity and economic breakdown. Over 200,000 people fled CI, seeking refugee in neighbouring countries, and at least 500,000 were internally displaced.¹ Hostilities officially ceased with the arrest of Laurent Gbagbo in April 2011 and the inauguration of Alassane Ouattara. The country is struggling to get on track with reconciliation and recovery but remains divided along political, ethnic and societal lines, despite efforts by external and internal actors to strengthen social cohesion and governance. Return and reintegration of the displaced is sensitive due to prevalent land disputes, and the need for social rehabilitation is great. Rights violations and insecurity are major problems in the west and south west, and militias from both sides need to be disarmed and reintegrated into society. The crisis has caused significant loss of productivity, creating persistent damage to the food security situation.

Guinée

After a period of political volatility, the situation in Guinée was stabilised with the 2010 inauguration of Alpha Condé as the first democratically elected president. However, an attempted coup in July 2011 shows that the political situation is still volatile, and a number of asylum seekers have been crossing into Liberia. Southern Guinée is extremely poor and harbours numerous former combatants, creating a very insecure environment. The area still host Liberian and Sierra Leone refugees and around 2,500 Ivorian refugees that fled to Guinée during the last crisis.

2.3 Regional Displacement Profile ²

Refugees

The border areas between Liberia, Cote D'Ivoire and Guinée have since 1989 where Liberians for the first time fled to Guinée and Cote D'Ivoire, served as a safe haven providing protection to refugees from the shifting conflicts in all three countries. National borders penetrate tribal areas, meaning that displaced persons can easily seek protection with tribal relatives across the national borders. The tribal customs obligate receiving communities to host displaced fellow tribal members.

The Liberian conflict in 1989 produced initially 150,000 Liberian refugees, who fled mainly to Côte d'Ivoire and Guinée. By 1990/91, refugee figures reached 800,000 and peaked at 1.5 million by 1994. Again in 2002-2003 civil war in Liberia resulted in 300,000 refugees in Cote D'Ivoire and Guinée and an even higher numbers of internally displaced. Return since then brought figures down to 46,881 refugees in Guinée, Liberia and Côte d'Ivoire as of end 2009.³ The cessation clause for the remaining 60,000 Liberian refugees across the world is set for June 30, 2012, and many refugees that have not returned still hope to be resettled to a third country, notably the US.

Similarly Liberia has hosted refugees from both Cote D'Ivoire and Guinée. In 2002, 13000 refugees fled Cote D'Ivoire and sought protection in Liberia and Guinée. Most recently following the post

¹ <http://ochaonline.un.org/humanitarianappeal/webpage.asp?MenuID=15473&Page=1959>

² Note that throughout the remainder of this document, the target groups below will be termed "crisis affected", unless otherwise singled out;

³ UNHCR 2009 Global Trends - Refugees, Asylum-seekers, Returnees, Internally Displaced and Stateless Persons (<http://www.unhcr.org/statistics>)

election violence in Côte d'Ivoire from December 2010 to April 2011, the region experienced a new caseload of Ivorian refugees, seeking protection across the borders to Liberia, Guinea, Ghana, Mali and Togo. The main influx of Ivorian refugees was into Liberia, which as of September 2011 is still hosting 178,035 refugees.⁴

Internally Displaced Persons (IDPs)

IDPs are the largest group of those uprooted by conflicts in the region. In Sierra Leone, up to two million out of a total population of 4.5 million were internally displaced due to hostilities, most have returned to their areas of origin.⁵ Most of the 0.5 million IDPs in Liberia have returned to their areas of origin.⁶ As of mid 2011, there were over 500,000 IDPs in Côte d'Ivoire following the recent post-electoral crisis. In Liberia, IDMC still reports a residual caseload of 23,000 that still define themselves as internally displaced, although the IDPs in Liberia are officially considered to have achieved durable solutions⁷. The issue of internal displacement in Guinée is a contentious one and although officially there are no IDPs, persons in IDP-like situations still remain in the DRC area of operation. Most IDPs live with host communities rather than in camps, whereas in urban areas they also squat in abandoned buildings.

Expellees and Repatriates

They are mainly second or third generation descendants of migrants from other West African countries in Côte d'Ivoire who fled persecution and xenophobia. They are not recognized as refugees or IDPs and are designated as "foreigners". In the absence of official statistics, this document maintains the estimate of 48,000 Malians, up to 300,000 Burkinabés, 70,000 Guineans, 44,000 Liberians, and 38,000 Nigerians falling into this category

Returnees

Although some returnees received assistance⁸, most have returned spontaneously without support. In Liberia they number approximately 645,000 persons, while in Côte d'Ivoire the UNHCR statistics in 2010 reported a figure of 166,816 returned IDPs. Some people have started to return following the recent crisis in Côte d'Ivoire, however, no exact figures are available.

Stateless persons

Birth registration figures are low and declining throughout the region, particularly in Côte d'Ivoire. The pre-election "nationality identification process" did not grant citizenship to many residents who were not deemed "Ivorian". In addition, the cessation clause for Liberian refugees may result in some of them remaining stateless, as the refugee documents are withdrawn and no new documents issued if they do not apply for naturalisation.

Other categories

Mixed migrants & Urban displaced populations

Uncounted numbers of people were never formally registered as displaced. The failure to (re-) integrate locally and growing economic difficulties and lack of livelihood opportunities - particularly

⁴ <http://info.unhcr.org/lr.locsis>

⁵ Official statistics of UNHCR and IDMC no longer register any IDPs in Sierra Leone.

⁶ Figure based on official UNHCR figures (2009 Global Trends); the UNDP Human Development Report states "at least 621,000" IDPs in Ivory Coast

⁷ <http://www.internal-displacement.org/8025708F004CE90B/%28httpPages%29/22FB1D4E2B196DAA802570BB005E787C?OpenDocument&count=1000>

⁸ In Liberia, resettlement assistance package for recognized IDP household comprises: a two months food ration, transportation allowances (or assistance in the case of vulnerable) to their declared place of preferred return and one unit of NFI kit.

for male youth - results in forced migration, especially to urban centres and abroad. Irregular migrants face serious protection and rights violations.

Host communities

DRC considers host communities as part of its regional displacement axis. Host communities are also affected by displacement dynamics - or rather its consequences - in all its dimensions.

Ex-combatants

Disarmament and reintegration programmes for ex-combatants in the region have been conducted with varying success. This group remains at risk throughout the DRC area of operation: without viable livelihood options and with abundant circulation of small arms, they could easily be recruited again should armed conflicts erupt as recently happened in the Côte d'Ivoire crisis. Therefore special attention will be given to this sub-group, regardless of age and gender, in order to contribute to their sustainable reintegration in the society.

2.4 Situation of affected population groups

Refugees and IDPs in the region are hosted in countries classified as those with “low human development” and rank 149 (Côte d'Ivoire), 162 (Liberia) and 156 (Guinée) on the list of 169 countries presented in UNDP Human Development Report⁹. The achievement of Millennium development goals is lagging behind, with an alarming indication that Goal 1 – Eradicating extreme poverty and hunger - is off track in Guinée and Liberia, while insufficient information is available for Côte d'Ivoire in order to gauge progress.¹⁰ The capacity to host and protect refugees and IDPs is thus very low, and the presence of an additional and unproductive population puts great pressure on local resources in host communities.

Subsistence needs (health, nutrition, water and sanitation):

The conditions in Liberia, Guinée and in the crisis-affected areas of Côte d'Ivoire are similarly precarious, as the majority of the population has limited access to health services, adequate food, safe drinking water or sanitation. The situation is not improving much due to low investment in communal infrastructures, low capacities and endemic corruption. Percentage of people not using an improved water source ranges from 19% in Côte d'Ivoire, to 30% in Guinée and 36% in Liberia.

Food security

Most households in DRC's areas of operation are food insecure. The main reasons are lack of access to productive assets and inputs, isolation from markets, lack of access to Income Generating Activities (IGAs), depreciated human capital, harvest failures and losses, as well as reduced nutritional absorption capacity due to diseases, poor sanitation and poor quality of water. Pockets of severe malnourishment exist mainly in areas hosting displaced populations. The lack of food is one of the grave obstacles for local communities to host refugees or IDPs

Education

Primary school net enrolment rate for both sexes varies from 39.5% (Liberia), to 56% (Côte d'Ivoire) and 72.7% in Guinée¹¹. Figures are much lower for secondary schooling, especially among girls. Children are often forced into child labour to support families, school fees are often not affordable and especially girls are at risk of being subjected to Sexual Exploitation and Abuse (SEA) in schools.

Other livelihood opportunities

⁹ UNDP Human Development Report 2010 - [The Real Wealth of Nations: Pathways to Human Development](http://hdr.undp.org/en/reports/global/hdr2010/)
<http://hdr.undp.org/en/reports/global/hdr2010/>

¹⁰ <http://www.mdgmonitor.org/factsheets.cfm>

¹¹ Ibid.

Markets (commercial & labour) are limited in the region and in rural areas in particular. Lack of infrastructure facilities, low educational levels and poor access to productive assets and know-how (including the farming sector), corruption and weak governance, impede the recovery of livelihoods for affected populations in all three countries. Progress is evident in Liberia given the international support to the implementation of the country's Poverty Reduction Strategy (PRS). In a limited labour market, legal / documentation issues, as well as linguistic, educational, religious or ethnic differences, frequently bar the conflict-affected populations from participating in the formal employment sector. As a result, they are often compelled to engage in dangerous livelihood coping mechanisms, such as prostitution, petty crime, joining militias or (child) trafficking and illegal migration.

Security, Rule of Law & Good Governance

The human rights of DRC's target groups are not adequately protected. Despite limited progress, corruption, police abuse and arbitrary detention are still rampant. Gender Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Female Genital Mutilation (FGM) are widespread, particularly affecting women and children. The authorities, police and the military lack the capacities and willingness to fulfil their protection mandates and at times they are the perpetrators. Overall state structures and local duty bearers are not accountable, while civil society participation in decision making processes – especially of women - remains low.

Land & property

Ownership and user rights to land are one of the main challenges when working with displacement in West Africa. The conflicts in West Africa traditionally run along ethnic divides, and are often over land and other resources. People in displacement are often chased away from their traditional land and property and face immense problems when they want to return.

Land tenure is mainly regulated through traditional structures and customs, and to ensure sustainability of return, access to land has to be negotiated within these structures.

Documentation Needs and Citizenship

Throughout the region, most refugees have UNHCR cards. However, the issue of citizenship is central to the conflict in Côte d'Ivoire, which exposes them to the risk of statelessness. In Guinée, lack of registration of non-camp refugees makes it difficult to find durable solutions. Although ECOWAS (Economic Community of West African States) identification documents should be accessible to all West Africans irrespective of their national background, the ECOWAS legal framework is not effectively applied. Birth registration figures are low throughout the region. Lack of documentation and citizenship exposes affected populations to rights violations. During the recent crisis in Côte d'Ivoire, many people have lost their ID cards which might pose a problem for the voters' registration for the planned legislative elections in December 2011.

2.5 Actual and potential capacity and willingness of duty-bearers

Authorities and duty bearers in DRCs areas of operation have varying capacities and also varying degrees of willingness to live up to their obligations towards the rights holders. Generally those authorities that have the obligations to deliver social services (education, health, extension services, water and sanitation), all seem to be willing and interested in complying with their obligations. The challenges for the service providing duty bearers are therefore more in terms of resources and capacities.

Authorities with responsibilities to provide protection and services to displaced populations - SAARA (Service d'Aide et Assistance aux Réfugiés et Apatrides) in Cote D'Ivoire, and LRRRC (Liberia Refugee Repatriation and Resettlement Committee) are the immediate counterparts for DRC. Similar

to the service providing duty bearers their main challenges are also in relation to resources and capacities.

Authorities with security, as well as law and order responsibilities are sometimes seen as perpetrators of human rights abuses. This has been the case in the recent Ivorian crisis where security forces were reported as perpetrators in terms of GBV and arbitrary violence directed towards civilian populations in Cote D'Ivoire. Compared to the willing duty bearers where cooperation and partnerships are options, DRC role towards the security tasked authorities has not yet been defined, other than that of limited contact.

2.6 Activities by and plans of other assistance actors

Overall the region is considered to be on a path of recovery, although critical humanitarian gaps remain to be addressed. As of 2010, CAP assistance was centralised in a joint West Africa CAP, and none of the countries of DRC operation qualified for CAP individually. This changed somewhat with Ivorian refugee crisis: an Emergency Humanitarian Action Plan (EHAP) for Ivory Coast + 5 was launched, as well as a separate Flash Appeal for Liberia to address the emergency.

The overall donor strategy had shifted from humanitarian and emergency to development in most countries of DRC WA intervention. However, with the onset of Ivorian crisis this trend changed for the affected areas.

2.7 Summary of constraints and resulting opportunities for DRC in WA

Constraints	Opportunities
<p>Regional</p> <p><i>Political instability.</i> Côte d'Ivoire, Liberia and Guinea continuous to have a very precarious political stability. Any crisis in one of these countries has an immediate spill over into the others due to ethnic, cultural and historic relations.</p> <p><i>Capacities and/or willingness of Duty Bearers.</i> Lack of presence of the state and weak governance favours impunity and lack of protection. SGB is endemic in the region and land conflicts customary.</p> <p><i>Poverty.</i> Food insecurity, unemployment and lack of access to basic services for the population increase conflict risks.</p> <p><i>Poor infrastructure.</i> Very poor road infrastructure limits access to the affected population and makes the assistance very difficult.</p> <p><i>Funding.</i> Emerging of new humanitarian crisis in other countries may restrict funding for</p>	<p>Work along the border areas in the three countries, to strengthen the protection capacities of host communities.</p> <p>Work to strengthen cross border linkages and interaction</p> <p>Work in protection, rights based approach, peace building and social cohesion with the communities and authorities</p> <p>Work to strengthen productive capacities of the communities and income generating activities. .</p> <p>Being placed close to the areas facilitates DRC's access to the communities.</p> <p>DRC longstanding presence in the region and trust by communities, authorities and donors.</p>

responding to the needs of the conflict affected population in the region	
Côte d'Ivoire <i>Security.</i> The situation in West and South West Côte d'Ivoire is still very volatile. Random isolated attacks to communities, assaults and racketeering from ex-combatants groups as well as interethnic and land related conflicts still common.	DRC has been working in the two most volatile areas of the country – West, and South West Cote D'Ivoire. The current needs and opportunities in these areas, consist of protection of IDPs while in displacement, and to support eventual return from internal displacement as well as return of refugees.
Guinea <i>Political instability.</i> The stability of the current democratically elected government is very precarious. The coup attempt and the subsequent manifestation have led to internal and external displacement movements.	DRC presence in South of Guinea is strategic for assisting IDP's as well as the refugees from Liberia and Côte d'Ivoire.
Liberia <i>Security.</i> The imminent departure of UNMIL coupled with the poor functioning of the police will reduce the security in the country. Mob violence as a result of the poor legal system and unemployed ex-combatants are some of the major risks.	DRC has been working for many years in two of the most remote areas of the country: Nimba and Maryland. The challenges and opportunities in these areas consist of strengthening the capacities of local communities to host and protect refugees from neighbouring countries.

3. DRC'S VISION AND PROGRAMME IN THE AREA

3.1 Vision

The vision of DRC in West Africa is that: **No displaced person must be without help when it comes to finding protection and durable solutions.**

Programming

Overall DRC is committed to adhere to a contextual analysis and programming that recognises the dynamics of conflict and displacement. Programming is flexible to achieve DRC's vision and objectives.

Specifically:

- Conflict and in particular displacement have transcended the national borders, and so should DRC's programming
- Assistance must target the displaced through support to hosting and other conflict affected communities. Protection must be ensured by strengthening the capacities to host refugees and displaced persons, and durable solutions must be attained through support to communities to accept and re-absorb returning populations.
- Reflecting its Assistance Framework, DRC aims to address 1. *Acute Crisis*, 2. *Protracted Displacement* or 3. *Durable Solutions* scenarios,

3.2 Exit criteria

With relation to DRC's vision, programming in WA warrants a medium to long term engagement in the region. At a *general level* DRC's exit in West Africa is linked to 3 basic preconditions:

1. The security situation is sufficiently stable and no renewed outbreaks of violent conflicts appear likely;
2. No renewed displacement that would necessitate DRC's presence and assistance appear likely;
3. Responsible national and international institutions and organisations are able and willing to take up their responsibilities with respect to upholding the basic rights of citizens.

It is still not likely that all of the above conditions will be achieved by 2013, especially with the outbreak of violence in Côte d'Ivoire that led to renewed refugee and IDPs flows; hence, DRC exit is only foreseen beyond this period.

The exit strategy will build on DRC's participatory community approach and reinforcing strategic partnerships with key stakeholders, gradually handing over some activities to local duty bearers /authorities and community based organisations. This structured withdrawal will also take into account the changing donor patterns and strategies, as well as the strengthening of ownership by populations in need. DRC will aim to establish a time bound clear exit strategy with the communities based in their capacities, needs and resources available.

3.3 Objectives, target areas, target groups, approach and sectors of intervention

In West Africa DRC's overall strategic objective is to **contribute to protection and durable solutions for conflict-affected population in West Africa on the basis of humanitarian principles and fundamental rights.**

DRC works to achieve three immediate strategic objectives:

- 1) **Life saving assistance provided** and immediate suffering alleviated among the conflict-affected populations in DRC area of operation in accordance with relevant humanitarian standards.
- 2) **Livelihood assets, capacities, opportunities and resilience** among the conflict-affected populations in DRC area of operation are strengthened on the basis of their own resources and capacities;
- 3) Local institutional and organisational capacities **that can promote democratic, accountable and transparent governance** conducive for the peaceful handling of conflict and deliveries of social services are strengthened;

Target areas:

DRC works with displacement and conflict affected population in the border areas of Côte d'Ivoire, Liberia and Guinea aiming to strengthen protection capacities and ensure durable solutions to displacement within the border region. Therefore the focus areas for DRC WA program are the border communities in: North Liberia and West Côte d'Ivoire; South East Liberia and South West Côte d'Ivoire; and South East Guinea.

Target groups:

Women and most vulnerable populations within the below describe groups are a priority.

Scenario	South East Liberia- South West Côte d'Ivoire	North Liberia- South West Côte d'Ivoire – South East Guinée	Regional
Acute Crisis	Ivorian refugees in SEL IDPs in SWCI Host population	Ivorian refugees in NL and Guinea IDPs in WCI Host population	Refugees, Returnees and conflict affected populations in acute crisis scenarios in need of assistance
Displacement	Ivorian refugees and expellees in SEL IDPs in SWCI Host population Local institutions and authorities	Ivorian and Guinean refugees in N Liberia IDPs in W Côte d'Ivoire Ivorian and Liberian refugees and Guinean IDPs in SE Guinée Host population Local institutions and authorities	Refugees, Returnees and conflict affected populations in displacement. National and regional institutions and authorities
Durable Solutions	Ivorian returnees to SWCI Ivorian refugees wishing to integrate locally in SEL Returnees in SEL Liberian refugees wishing to integrate locally in SWCI Host population Local institutions and authorities	Ivorian returnees to WCI Ivorian refugees wishing to integrate locally in NL Returnees in Nimba Liberian refugees wishing to integrate locally in WCI and SE Guinée Host population Local institutions and authorities	Refugees, Returnees and conflict affected populations in need of durable solutions (local integration, return & reintegration) National and Regional institutions and authorities.

Approach

DRC program in West Africa aims at building up protection capacities in the border areas and at strengthening durable solutions in eventual return. In view of the displacement history in the region this is best done through working with communities on both sides of the border which over the years have received, hosted and protected the shifting waves of refugees from conflicts in Liberia and Cote D'Ivoire. This means that DRC WA activities are oriented to have presence in the refugee/IDPs producing areas and communities and in refugee/IDP receiving and hosting areas and communities. This strategy focuses on emergency response, strengthening of livelihoods in refugees/IDPs / hosting areas, and long term strengthening of livelihoods and governments' provision of social services in returnee areas.

DRC in West Africa aims at a holistic targeting approach assisting communities and not only individuals. DRC intends to work with conflict affected population but also with host population in order to enhance protection and social cohesion.

However, in acute crisis situations DRC may use the extensive approach addressing large groups in wider geographical areas.

DRC community based interventions in West Africa will be based in the Community Action Plans (CAPs). The CAP is a participatory approach for communities to identify their needs and priorities and formulate plans to address them. **The sectors below will to the extent possible be used to support communities in addressing their priority needs as defined throughout the CAP processes.**

Sectors of intervention:

DRC WA works in 6 core intervention sectors. All sectors are outlined in the table below. In line with DRC’s flexible programming approach, activities listed are not exhaustive, but represent a summary of DRC’s current and planned programme portfolio.

DRC WA SECTORS OF INTERVENTION					
Camp Coordination & Camp Management (CCCM)	Water, Sanitation & Hygiene (WASH)	Infrastructure Rehabilitation (IR)	Conflict Prevention, Conflict Resolution & Cohesion Sociale (3Cs)	Food Security and Agricultural Rehabilitation & Development (FSARD)	Income Generation (IG)
Management of refugee camps in SEL Management of IDP camps in CI	Rehabilitation and construction of water points Hygiene promotion Establishment of water point maintenance structures Construction of institutional latrines Community Led Total Sanitation promotion Urban sanitation	Rehabilitation and construction of roads, bridges, market structures, schools and clinics	Promotion of UNSCR 1325 & 1820, women’s rights, human rights, AU & ECOWAS protocols Training in conflict resolution/ prevention and support to conflict resolution / prevention structures and mechanisms SGBV & HIV /AIDS & FGM Early Warning Systems Micro-projects fostering social cohesion	Agricultural production Agro-processing & preservation & marketing (link with markets) Sustainable agriculture Nutrition and food preparation Farmer Field Schools, training & capacity building	Market assessments Vocational training Functional literacy and numeracy Business skills training Business grants Revolving community loans and savings funds Link to micro-credit institutions Support to micro-finance institutions to engage with DRC target groups
Protection Protection mainstreaming, protection monitoring					

3.4 Application of operational principles, including strategies to ensure accountability

The rights based approach (RBA) forms all DRC’s interventions on the basis of empowerment, non-discrimination, participation and accountability. RBA is based on international human rights standards and operationally directed to promoting and protecting human rights. In line with this, DRC will emphasise the operationalisation of RBA as its core methodology across the programme, ensuring that

all DRC staff are capable of taking into account and design activities on the basis of analysis of relationships between rights holders and duty bearers.

In DRC West Africa specifically, the following principles deriving from RBA are emphasised in 2011-2013:

Protection mainstreaming

Protection mainstreaming requires the capacity to design and deliver assistance in accordance with legal standards, and ensuring that DRC delivers assistance without discrimination and with special attention paid to protecting the rights of vulnerable groups. DRC WA undertakes to strengthen DRC staff's capacity for protection through knowledge exchange and staff trainings and to ensure mainstreaming across activities.

Participation

DRC promotes the participation of beneficiaries by basing all projects on participatory assessments, particularly Community Action Plans (CAPs), as the first step in designing and delivering assistance to communities. Local authorities and other stakeholders are also to be systematically involved in planning and implementation. DRC WA will continually assess and enhance its staff's capacities for undertaking CAPs.

Sustainability

DRC WA promotes sustainability by working systematically to build capacity with local communities, authorities and partners, such as local CBOs, to ensure the longer-term impact of interventions. DRC WA will continually follow up on projects and partnerships beyond the project period to ensure learning.

Accountability

DRC WA will continue to focus on the operationalisation of the Humanitarian Accountability Partnership (HAP) standards in 2011-2013, including continued compliance with the 6 HAP benchmarks: Humanitarian quality management; Transparency; Beneficiary participation; Staff competencies; Complaints handling; and Continual improvement. This work is supported by the HAP Field Guide, the DRC Handbook on Complaints Mechanism and trainings in the DRC Programme and Operational Handbooks in 2011 and 2012.

4. ENABLING FACTORS

4.1 Stakeholders, partners and coordination

DRC programmes and strategies in WA are developed to support relevant government and UN policy frameworks, as well as ensure coordination and complementarities on national and regional levels (Poverty Reduction Strategy formulation, Policy Development, CHAP etc.). Through OCHA, UNDP and relevant inter-agency forums, DRC continues to ensure that inter-agency coordination and information exchange takes place across the region.

4.2 DRC's capacity

During the Annual Reviews and programme meetings, DRC WA continually assesses its capacity in order to improve on crucial enabling factors. DRC's positive profile, its strategic tools and operational procedures contained in the DRC Operations and Programme Handbooks, and DRC WA's good relations in its areas of operation and understanding of local conditions, are among DRC WA's key strengths. Fully implementing these procedures and optimising the regional and organisational structure are among the key challenges.

In 2011-2013, DRC West Africa will focus on reinforcing its capacities in the areas listed below:

4.2.1. Organisation and logistics

A key strength of the DRC WA programme is its regional approach to displacement in West Africa. There are great opportunities for learning between DRC WA's field operations where data is collected systematically and many staff members possess solid sector experience. In 2011-2013, DRC WA will in place an organisational structure able to capitalise on these strengths. This is expected to produce enhanced learning between field operations, such as joint assessments and staff exchange, as well as a clear and efficient division of tasks and responsibilities.

DRC WA's financial and logistical system is decentralised and managed from Monrovia and Abidjan, respectively. DRC WA will assess the logistics system with a view to adjusting procedures to enable all staff to optimise the logistics and procurement procedures, including during emergencies. The roll out of DRC's Operations Handbook in 2011-2012 is expected to provide much needed guidelines to enable DRC WA to improve and implement a coherent DRC logistics management system in 2011-13.

4.2.2. Staff capacity and human resources

In 2011-2013, DRC West Africa will focus on enhancing its staff capacity in furtherance of the programme objectives. This entails both the provision of adequate capacity building procedures and the implementation of initiatives to ensure that qualified and experienced staff is retained and utilised optimally.

Many DRC WA staff possesses expertise within the DRC sectors, yet this expertise is only to a varying degree shared between Field Offices and utilised to ensure coordination and capacity building at the regional level. In 2011-2013, DRC WA will focus on developing staff to undertake sector coordination and promoting staff exchange across the region. In support of this, DRC WA will further the development of appropriate staff policies and induction procedures to ensure a proper work environment and the continued building of the capacities of both national and international staff, based on systematic staff appraisals.

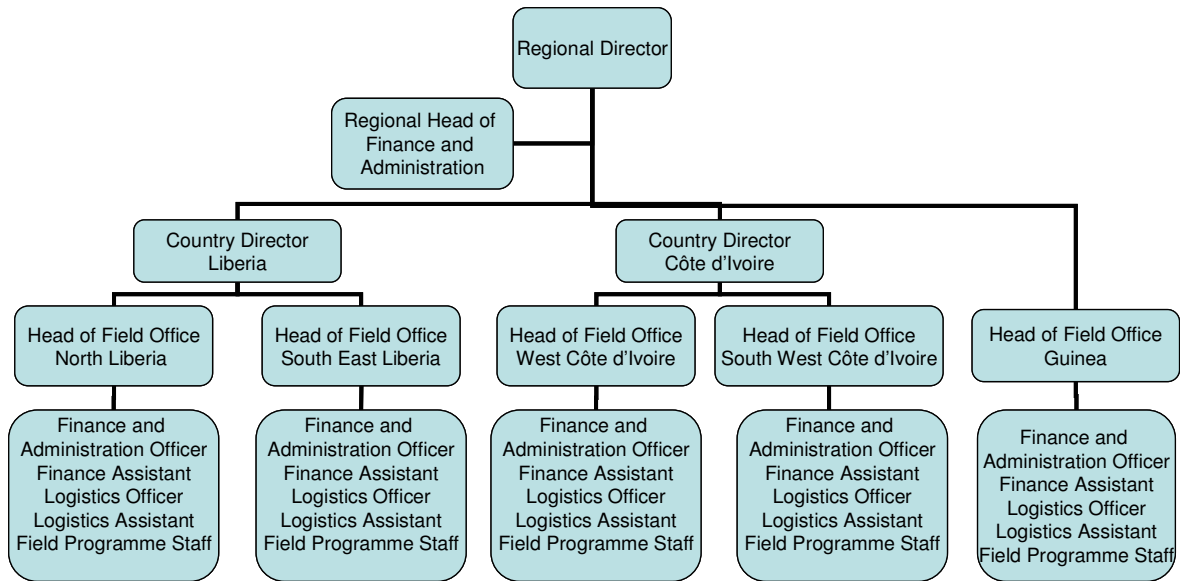
4.2.3. Safety and security systems

To varying extent DRC offices across the region are MOSS¹² compliant and security management in 2011-2013 will focus on further reinforcing and improving security standards and practices, especially in the light of recent post-election violence in Côte d'Ivoire which demonstrated the need for detailed and up-to-date contingency planning, as well as potential insecurity around elections in Liberia. DRC will continue to improve coordination with UNMIL and ONUCI throughout 2011-2013.

¹² Minimum Operating Security Standards

The addition of comprehensive safety and security guidelines to the DRC Operations Handbook in 2011, and the roll-out of the OHB in 2011-2012, will enable DRC WA to further enhance its safety and security set-up. In parallel, an overall assessment of the regional security set-up in 2011 is expected to result in an enhanced security set-up, involving increased security capacity in each Field Office and a gradual upgrade of DRC WA’s communications and security equipment.

4.2.4. DRC West Africa Organisational Chart 2012-2013



4.3 Funding

DRC receives funding from Danida, the Danish public and companies, UNHCR, EC, World Bank, SIDA, BPRM, OFDA, as well as UNDP, WFP, UNICEF..

Diversification of the donor base for DRC WA will continue to be a fundraising priority throughout 2011-2013.

5. ANNEXES

- 5.1 Map**
- 5.2 Scenario Matrix**