

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

EAST AFRICA

(Appeal 01.07/2002)

Click on programme title or figures to go to the text or budget

	2002 (CHF)	2003' (CHF)
1. Disaster Preparedness	935,506	867,977
2. Health and Care	990,562	989,887
3. Humanitarian Values	466,517	486,068
4. Organizational Development	618,848	676,404
5. Regional Cooperation	268,090	283,989
6. Coordination & Management	1,220,843	1,248,752
Total	4,500,366	4,553,077



Introduction

The Regional Delegation in Nairobi (RDN) - which includes a Regional Logistics Unit and a Regional Finance Unit - covers 14 countries in east Africa, the Horn of Africa, the Great Lakes region and the Indian Ocean Islands. Although the Democratic Republic of Congo is usually covered by Yaounde Regional Delegation for developmental support, it can be covered by the RDN for Relief and Logistics support as part of the Great Lakes area. The majority of these countries are amongst the worlds poorest states: the average annual Gross Domestic Product per person being less than USD 1,000. Together they are home to more than 235 million people. The region is also home to some of the worlds most pressing and long standing socio-economic problems. The socio-cultural diversities and collapsing economies in the region have acted as a catalyst for tension and conflict between different ethnic groups and tribes. Seven out of Africa's twelve armed conflicts are in the region and have created a refugee and internally displaced population of over 8 million people.

Many of the world's worst killer diseases are prevalent in the region. New diseases threaten, old ones strengthen, epidemics are spreading and changing environments are helping them. The new diseases such as ebola, marburgs, lassa, and Rift valley fever together with bubonic plague are highly contagious

¹ These are preliminary budget figures for 2003, and are subject to revision in the course of 2002.

and deadly. The old ones (cholera, tuberculosis, malaria, measles and meningitis) develop new strains and find fertile ground in mass population movements and in overcrowded cities with inadequate water and sanitation. The HIV/AIDS pandemic threatens the whole region and is firmly ensconced in a number of countries. Global figures indicate that 70% of all new infections annually occur in Africa, and in Kenya alone this pandemic is expected to leave 500,000 children orphaned over the next few years. Regionally, the situation is critical, with figures resembling those of Southern Africa, and literally a whole generation at risk in some countries.

The cyclical droughts and floods, crop failures and demographic pressure on agricultural land are exacerbating an already tense situation with regard to food security. As the majority of people in the Region are subsistence farmers the problems of food insecurity and rural exodus can only grow as the population does. Over 18 million people in the Greater Horn of Africa were at risk of starvation in 2000 - a threat which was fortunately averted for the most part through steady food distribution and rehabilitation efforts. It is anticipated that this threat will continue to persist until larger macro-economic issues are addressed.

The growth in urbanization is generating a new set of challenges for the region. In already overcrowded cities the displaced and poor are flocking in to place an even greater strain on over stretched facilities. There is also a need to address the increased potential for urban disasters such as the flooding in Khartoum and possible bomb attacks such as those in Kenya and Tanzania in 1998.

Few Governments have the means to cope with these challenges. Political insecurity and weak economies have led to high unemployment and deteriorating or non-existent health and social services. These factors, combined with the drastic reduction in international aid being directed towards the region, has resulted in the under age 5 infant mortality rate ranging from 120 per thousand to 211 per thousand and a life expectancy of between 39 and 58.

In terms of specific vulnerability profile the table below highlights the relative positions of the countries that make up the region on the UNDP Human Development Index (HDI) for 2001. The index is a tool to measure the average achievements in basic human development. Because the HDI covers life expectancy, educational attainment and standard of living it is a more comprehensive measure than per capita income. The index covers 162 countries and it is significant that 10 of the 14 countries in the region listed fall in the low human development category, that is the bottom 15% of the table.

Human Development Index indicators for the Region (UNDP Human Development Report 2001)

Country	HDI Rank (Out of 162 countries)	Life Expectancy at Birth (years) (1999)	Adult Literacy Rate (% 1999)	Undernourished people (as % total population) (1996/98)	% Adults Living with HIV/AIDS (1999)
Burundi	160	40.6	47	66	11.32
Comoros	124	59.4	59	NIA	0.12
DR Congo	142	50.8	60	61	5.07
Djibouti	137	44	63	NIA	11.75
Eritrea	148	51.8	53	65	2.87
Ethiopia	158	44.1	37	49	10.63
Kenya	123	52	81	43	13.95
Madagascar	135	52.2	66	40	0.15
Mauritius	63	71.4	84	6	0.08
Rwanda	152	39.9	66	39	11.21
Seychelles	66	71	84	NIA	NIA
Sudan	138	55	56	18	0.99

Tanzania	140	51	75	41	8.09
Uganda	141	43	66	30	8.3

N.B. No data available for Somalia. Figures for Seychelles refer to 1999 HDI. NIA = no information available.

The 15 national societies in the region vary greatly in their grass roots strength and national coverage, level of self-sustainability for their programmes, degree of professionalism of management and their level of development. This is due, in part, to how long the National Society has been functioning, the degree of long term support from Participating NS (PNS), the nature of the programmes initiated over the years and the political and economic stability of the respective countries.

The priorities for the National Societies have evolved from the resolutions made by all the African National Societies through the Ouagadougou Declaration of 1999, and more recently they have been reaffirmed through Strategy 2010 and the Cooperation Assistance Strategy process. Specifically, they fall under the four broad categories of disaster response for both natural and man-made disaster preparedness, health education and services (especially African Red Cross Red Crescent Initiative - ARCHI 2010 - identified regional priorities such as health promotion and prevention of HIV/AIDS, diarrhoeal diseases, malaria, vaccine preventable illnesses, malnutrition, acute respiratory infections, and reproductive health), institutional and resource development (especially reorganisation of governance/management), and building branch capacity.

A further priority for all the National Societies is to increase cooperation among themselves through the RC-NET (the Red Cross and Red Crescent Network for Eastern Africa), a regional networking body for the National Societies in the region that seeks to promote better use of technical expertise available within the societies themselves, identify strategies to address common problems, and learn from one another's experiences. The RC-NET also comprises four thematic working groups (Local Resource Mobilisation, Governance and Management, Branch Development, and Disaster Preparedness and Response) through which planning for the implementation of activities takes place. The National Societies have indicated a continued desire for technical assistance from the Regional Delegation in Nairobi (RDN). It is acknowledged that they do not have the necessary skill base to fully implement a number of proposed programmes and, as the Country Delegations can rarely fill all of the gaps, Regional Delegation Nairobi is called upon.

The Horn of Africa includes Djibouti, Eritrea, Ethiopia, Somalia and Sudan. These countries continue to suffer from conflicts whether internal, external or both. In addition, they suffer from regular or ongoing disasters which involve commitment to relief operations. Each National Society requires a major institutional development component. Sudan and Ethiopia are still looking to grass roots development and a programme of decentralization as priority areas; Eritrea to national recognition which has hindered its efforts to build a volunteer base and strong governance; Somalia, which is still trying to address severe fragmentation of its National Society. For Djibouti the priority is to build on the re-launch of the NS in early 2001 and the establishment of a dynamic management team that can develop and promote the organization. Due to the regularity of disasters, both natural and man-made, Disaster Preparedness and frequent intervention are also priority areas for the future.

Central to the conflict in **the Great Lakes** region, has been the war in DR Congo which dramatically turned around in early 2001 with the arrival of Joseph Kabila, and the gradual withdrawal of warring parties. What turned out to be a blessing for DR Congo, seems to be resulting in increased instability in Burundi whose rebels can no longer operate from DR Congo. As of October 2001, all attempts to bring the rebellions to ceasefire have failed and violence continues in Burundi where the social and economic infrastructure is completely eroded. Rwanda continues to face threats from rebel incursions while trying to foster its internal reconciliation process and address problems of poverty, inadequate shelter, and food insecurity. Tanzania also suffers from the Great Lakes conflict as a major recipient of

refugees fleeing conflict. The country is more reluctant to host such people because of consequent internal and external. The key areas for all these National Societies are to build or rebuild the structures of governance, management, branches and increased volunteerism - as the NSs alone may be able to access populations in need. From the experiences gained over the past few turbulent years disaster preparedness and health continue to be major priorities.

The East Africa National Societies are on the up-swing. The Kenya Red Cross is so far successfully traversing a difficult transitional period which will require it to rebuild its headquarters, restimulate its governing structures, and build a strong national presence and reputation through proper programmes. The Uganda Red Cross is bearing the fruits of its restructuring exercise and must now focus on consolidating and strengthening governance and management through HR development, membership recruitment, decentralization and branch development. The Tanzania Red Cross is weak and requires extensive support to develop operational management structures across the spectrum of programme areas and for decentralization including sustainable branch development as it struggles to assume full responsibility for its major refugee relief operations.

The Indian Ocean Island sub-group is also moving on: Comoros and Madagascar still suffer from internal power struggles, which weaken their abilities to organise themselves in the face of major natural disaster and health threats. While Mauritius and the Seychelles score in the middle range of the UNDP Human Development Index, both countries require support to build their National Societies. As a relatively new NS, Seychelles seeks to build its capacities and presence and is on the right track. Indeed, investments made in this NS have proven worthwhile for the assistance it has in turn been able to offer sister NSs. The Mauritius Red Cross Society suffers from a lack of dynamism, which desperately needs re-awakening if the NS is to address the threats of natural disasters and increasing HIV/AIDS. The sub-region is disaster prone, whether through man-made or naturally caused emergencies, and the Federation has invested huge resources in supporting the majority of the National Societies in relief. These NSs have also taken the initiative to work together on similar concerns such as seasonal cyclones and floods that are unique to their region, to which end they have formed a Regional Disaster Preparedness Working Group on Cyclones and Floods to assist each other. The legacy, however, was poor as little was done in the past to build stronger links between relief operations and organizational development and resource development (OD/RD) activities. This gap is now being addressed through strong integration of regional programme support and heavy collaboration with ICRC and other bilateral partners in the sub-region.

Priorities for Federation assistance

The overall aim of Federation assistance is to work through National Societies to improve the lives of people who are at risk from situations that threaten their ability to live with the minimum of socio-economic security and human dignity - in other words, those people in the region who suffer or are likely to suffer through the effects of violence, urbanization, environmental degradation, disease and natural disasters. To this end the RDN will support and encourage National Societies to build themselves into well functioning institutions with the necessary minimum capacities to implement the Federations Strategy 2010 while respecting the 2000 Ouagadougou Declaration.

Priority programmes for Federation regional assistance

- **Disaster preparedness and response (DP/R):** The goal of the regional DP/Response programme is to build up National Society capacities in order to predict and prevent disasters, to mitigate their impact as well as to respond and cope with their consequences effectively. The regional DP/R programme will engage with selected NS based on, (a) disaster risk profile; (b) NS

commitment and interest; (c) NS capacity, in order to meet the humanitarian demands and challenges of food security; floods/cyclone; DP policy/plans; and conflict/population movement.

- **The promotion of humanitarian values** serves a critical purpose in the regional strategy and approach. The RDN's Information Department remains the main vehicle for this programme area, and will continue and expand its activities to promote increased awareness of humanitarian values. Emphasis will be placed on assisting NS in developing their own information and communication systems while supporting them at a regional level for access to wider media outlets. In addition, new emphasis will be placed on developing the delegation's capacity within the advocacy function - in order to advocate for regional and global issues of concern, as well to assist NS to develop their own advocacy capacities .
- **Health and Care:** The goal of the Regional Health Programme is to support NS in the region in their efforts to strengthen their capacities to deliver health services, within the framework of the Africa Red Cross and Red Crescent Health Initiative (ARCHI 2010). Within the health and care sector, the regional water and sanitation and HIV/AIDS programmes are key components.
- **Organizational and resource development:** To assist NS in the region to develop as institutions in order to become focused and responsive, well-functioning, and to work together effectively.
- **Regional cooperation:** To develop effective and successful partnerships among NS, and with ICRC and other players including the UN agencies and local authorities.
- **Regional coordination and management:** To develop effective services and links to NS as the regional Serving Leader and as an extension of the Secretariat strategy and policies by providing innovative ways of advising, facilitating, co-ordinating, representing and advocating for Red Cross and Red Crescent issues in the region and to the National Societies.

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1. Regional Disaster Preparedness and Response Programme

Background and Achievements/lessons to date:

The Eastern Africa region is one of the most vulnerable and disaster-prone in Africa. It suffers from both natural and human-made disasters - conflict, population movement, food insecurity, epidemics, political instability, poverty and economic recession. Few governments and NSs in the region have disaster management frameworks which specify roles, responsibilities and focus internal and external efforts to respond to and reduce risks.

In the past, there was a sort of artificial barrier between disaster preparedness and response, which were implemented virtually as two separate programmes. This led to inconsistency both in response and capacity building terms. The philosophy behind the current programme is to fully integrate both programmes and to maintain the delicate balance between software and hardware components. The emergency response plans of the other regional programmes, especially health & water and sanitation (Watsan), are integral parts of this approach.

The Disaster Preparedness (DP) programme in Eastern Africa (EA) began in 1993. The initial role of the delegate was to advise National Societies (NS) and set up relief operations in Uganda and Kenya. When the European Community funded the regional programme from 1995 to 1997, the focus was to standardise operational procedures in the seven Anglophone NSs (Uganda, Sudan, Kenya, Tanzania, Somalia, Ethiopia and Eritrea) and introduce a DP programme in every NS. A regional Standardisation Working Group (SWG), consisting of the seven NSs was established for this purpose. It operated at regional level.

This European Community-funded programme was evaluated in late 1997, and the major outcomes were (a) it increased the awareness of the importance of DP in the region; (b) it triggered the human resources exchange programme; (c) it promoted the exchange of DP related experience through the SWG; (d) it produced three sets of DP guidelines. However, the evaluation concluded that the programme has failed to have impact at country level and to sustain trained staff from NSs. The programme lost momentum and enthusiasm during 1998-99 due to lack of timely funds, and to some of the report's recommendations which were not well received by some NSs, e.g. restructuring of the SWG.

During 2000, a ten year DP and Response (DP/R) Strategy Framework was prepared with the purpose of reshaping the Federation regional programme in line with the recommendations of the 1997 evaluation, to give a new direction and focus. The purpose is to build up appropriate capacities to address four main challenges in the region (a) food security; (b) political disturbances and population movement; (c) cyclones and seasonal floods; (d) NS DP policy/plan development. This Framework proved to be a useful tool during 2000/2001 in terms of focusing the DP/R programme both at regional and country level, as well as networking with other key players.

A number of strategic approaches have been adapted to implement the regional programme:

- *Prioritisation and focus, both geographically and sector.* In terms of geography, the appeal will focus on a few selected NSs, to achieve a greater impact, building on the experience of Federation/DfID Partnership in the region. In terms of programme components,

- the focus will be on existing NS programmes, competencies and expertise (e.g. First Aid, primary health care, public awareness campaigns, camp management).
- *Integration of relevant programmes, especially at regional level.* The strategy aims to coordinate and direct different Federation regional programmes and services (Organizational and Resource Development, Health, Information, Water & Sanitation, Logistics) to high risk areas/communities in order to achieve the DP/R goal, and build a well prepared NS/Federation. The DP components of the various regional programmes, especially water & sanitation, health and Logistics, are integral parts of the regional DP/R appeal. To this effect, a Regional Response Task Force, chaired by the Regional Relief Officer, and including the regional DP, Health, Logistics and Watsan delegates was established during 2001. This is a crucial practical step towards integration of relevant regional programmes to achieve better preparedness and response. The Task Force meets regularly to discuss all response related matters.
 - *Networking with external players:* in addition to governmental authorities, this programme will be implemented in close cooperation with various regionally and nationally based institutions/agencies. For example, it works closely with ICRC, UNHCR and CARE on contingency planning. On food security, close links are being established with FAO, WFP, CARE, USAID-FEWS, OFDA-Africa Region Office (ARO) etc.
 - *Using inter-country and inter-regional Working Groups (WG) to strengthen NS collective DP capacities:* the strategy will build up the collective NS competencies, skills, experience and knowledge through using the four WGs established during 2001: (a) the Regional Disaster Response Team (RDRT), based on the Southern Africa model; (b) the WG on Food Security (WGFS); (c) the WG on Vulnerability Capacity Analysis (VCA) & DP Policy/Plan (WGPP); (d) During the 2001 Annual Partnership meeting held in Mombasa, the Red Cross and Red Crescent Network for Eastern Africa (RC-NET) endorsed the idea that the Indian Ocean Sub-regional DP/R Team should be the main regional resource on cyclones/floods. One more WG on Political Disturbances and Population Movement will be established during 2002. The five WGs are working under the leadership, guidance and direction of the RC-NET. (for more details about the 5 WGs, please see copies of their respective Terms of References).
 - *Less training:* the new DP programme will entail more joint planning of relief operations and transfer of skills, knowledge and expertise using the various working groups. On-the-job learning/training with other agencies (WFP, CARE, OXFAM etc) is being explored, especially at country level. NS DP/Relief officers are being linked to training programmes of other agencies (government, UN agencies, other NGOs).
 - *Intra-regional cooperation building:* regular annual meetings to cement cross border cooperation and planning will take place, with the participation of all 14 NSs, to prepare a Plan of Action for the next year; to review and update the regional DP/R strategy; and to choose priority NSs. All regional technical delegates take part in these meetings.
 - *Ensuring ready access to supplies, through the establishment of a Regional Emergency Fund (REF),* for immediate response by NSs to meet emergency needs during small/medium disasters. Among many humanitarian objectives, this will give meaningful justification for “software” capacity building and will minimize frustration on the side of NSs volunteers and staff. Framework agreements will be concluded with key suppliers, both at regional and strategic country level, to provide selected items within short notice. This will be achieved by close liaison with the Regional Logistics Unit (RLU). This fund will be managed collectively by the Regional Response Task Force. The idea is to establish framework agreement with specific suppliers (essential non-food, health, and watsan materials) who will provide needed materials in short notice.

Goal The goal of the regional DP/R programme is to build up NS capacities to predict and prevent disasters, to mitigate their impact, as well as to respond and cope with their consequences effectively.

During 2002-2003, the regional DP/R programme will engage with selected NS based on (a) disaster risk profile; (b) NS commitment and interest; (c) NS capacity, in order to meet the humanitarian demands and challenges of food security; floods/cyclone; DP policy/plans; and conflict/population movement.

Objectives and Activities

Objective 1 To build up/strengthen FS capacities/programmes at regional and national levels.

Activities to achieve objective 1 are:

- Based on the experience during 2001 with FS programmes in Rwanda, Sudan, Ethiopia and Kenya, four more programmes will be started based on Ouagadougou Declaration and Eastern Africa FS Strategy. In addition to the above mentioned 4 countries, priority will be given in 2002 to Eritrea, Uganda, Tanzania and Somalia;
- Linkup NSs and the RDN with national and regional FS institutions, programmes and strategies (e.g. FAO, WFP, CARE, USAID-FEWS, OFDA-ARO, national EWS, etc.) for joint programming, operational partnerships, information sharing, and joint training;
- The regional WGFS will be the major link between regional, national HQ and local branches (knowledge transfer, planning, implementation, monitoring). The WG will also serve as a resource pool, available to other NSs/delegations in the region;
- The Regional Disaster Response Team (RDRT) will be deployed and utilised during food security crises (relief operations).

Objective 2 To improve readiness for political disturbances/population movement scenarios.

Activities to achieve objective 2 are:

- Preparation of five plans at country level (Rwanda, Kenya and Tanzania during 2002; Burundi and Uganda during 2003), using the Federation global guidelines, and in close cooperation with the ICRC and UNHCR. The countries above are priority. A regional contingency plan for the Great Lakes region is prepared and maintained in Nairobi. Negotiation with the French RC will start during 2002 to replicate the Indian Ocean's sub-regional DP/R Partnership in the Great Lakes (including French RC; NS of Uganda, Tanzania, Rwanda, DR-Congo and Burundi; ICRC and the Federation RDN);
- Establishment of a regional network during 2002 from selected NSs in the region (3 to 5 persons); training them in planning for conflict/population movements, and using them through regional exchange;
- The RDRT will be deployed during relief operations, as required.

Objective 3 To improve preparedness for seasonal floods/cyclones, especially in urban centres.

Activities to achieve objective 3 are:

- Review of 2 flood/cyclone operations per year to document weaknesses and strengths, using the Federation global guidelines for review of seasonal disasters;
- Preparation of 2/3 contingency plans per year in readiness for seasonal floods/cyclones (eg seasonal public awareness campaigns, training of RC/RC teams, emergency stocks). Priority will be given to Sudan and Madagascar during 2002, Somalia, Mauritius and Kenya during 2003;
- Continue the dialogue with UNEP-Nairobi about environmental flood disasters, especially in urban centres;

- The Indian Ocean Sub-regional DP/R Team (led by the French RC) will be used for any flood related capacity building needs (e.g. design of seasonal flood contingency plans, review of flood operations/disasters etc).

Objective 4 To conduct VCA analyses in order to better inform DP policy and planning.

Activities to achieve objective 4 are:

- Three VCA exercises will be conducted during 2002/03 (Sudan, Ethiopia and Rwanda) using the inter-regional VCA Working Group (Eastern and Southern Africa), which was established and trained in 1999;
- Lobbying relevant governmental authorities and UNDP, in order to establish a national Disaster Management (DM) framework, and to assign clear roles and responsibilities for their NSs within these frameworks;
- The WG on DP Policy/Plan will be utilized in providing technical support to NSs through exchange;
- Support for the same 3 NSs (Sudan, Ethiopia and Rwanda) to establish their own DP policy and plans, linked to the national DM frameworks.

Objective 5 To improve overall NS and Federation capacity to prepare for and respond to disasters by providing rapid and cost-effective Logistics management services and training through the Regional Logistics Unit (RLU).

Activities to achieve these objectives are:

- Direct support to Federation/NS Operations in the region with effective Warehousing (DP, Watsan, Health stock), Procurement, Transport (TMS, leasing, workshop, freight) and Telecom (installation, maintenance, programming of radios and computers) services.
- Technical advisory role and capacity building of NS and Country Delegations on all Logistics matters including planning, budgeting, controlling, supervising, monitoring and evaluating RLU materiel, activities and personnel.
- Contribute to training activities in various technical areas of Logistics and disaster response to NS local staff and volunteers as well as to delegates, in particular in the Logistics and RDRT workshops.
- Continue to integrate Logistics services with regional programmes, especially with Disaster Response, Watsan, Health and HIV/AIDS activities. Participate in the regional exchange programme in particular for establishing and maintaining a regional suppliers data base, Logistics mapping data base and other relevant Logistics matters.
- Co-ordinate services with Abu Dhabi Fleet base, ICRC Logistics Centre, MSF regional Logistics base and other partners to streamline effective delivery of assistance, to establish framework agreements with suppliers, to develop market sources for materials and services, and to outsource some activities to professional and commercial companies

Expected Results by December 2003

Objective 1:

- Federation/NSs' FS programming will be improved by putting the regional FS framework into practice;
- Level of NSs' expertise and confidence on FS issues will be increased (policy, planning and intervention);
- Transfer of knowledge, experience and skills across NSs, and between regional, national and local branch levels will be increased through the FS working group (decreasing dependency on international support);

- Strong operational partnership will be established with FS institutions at regional, national and local levels.

Objective 2:

- Five contingency plans at country level, and one at regional level will be prepared during 2002/03;
- A working group will be established and used regionally;
- The operational relationship with ICRC and UNHCR will be strengthened.

Objective 3:

- Two cyclone/flood operations will be reviewed per year;
- Two seasonal preparedness plans will be put in place;
- The relationship with UNEP on environmental flood disasters in urban centres will be developed;
- The Indian Ocean sub-regional DP/R Team will be used in the rest of the region in building preparation capacity for floods.

Objective 4:

- Three VCA exercises will be conducted, using resource people from the inter-regional working group during 2002/03;
- The three NSs (Sudan, Ethiopia, and Rwanda) will have established a DP policy and plan for each year, and will be linked to the national DM framework;
- The WGPP will be used across countries through exchange.

Objective 5:

- RLU will be fully functioning and self-sustainable to respond to any relief assistance, with varied and well organised professional logistical services, exchanges, training, Regional Disaster Response Teams and network.
- RLU will provide co-ordination and technical advice to increase NS capacity building in Logistics matters to become self-reliant in radio, procurement, warehousing, fleet management, Logistics.
- RLU will be involved in other regional programmes and will have established a well-functioning Logistics mapping and suppliers data bases, in co-ordination with Abu Dhabi Fleet base, ICRC Logistics Centre and MSF regional Logistics base.

Indicators

Objective 1:

- Number of NSs utilising the Eastern Africa FS framework to improve their FS programming;
- The regional FS working group is effective in actively engaging in FS issues (transfer of knowledge, building partnership, supporting each other);
- Number of NSs pilot testing the framework;
- Level of relationship/interaction with key FS players at regional and country levels.

Objective 2:

- Number of plans prepared per year;
- The regional working group and the regional response team is useful and effective as measured by recipient NS;
- The relationship with ICRC and UNHCR is improved (joint planning, programming, partnership, etc).

Objective 3:

- Number of flood operations reviewed;
- Number of contingency plans prepared;
- Level of cooperation and partnership with UNEP rises;
- The usefulness of the Indian Ocean sub-regional DP/R Team and the RDRT are confirmed by recipient NS.

Objective 4:

- Number of VCAs conducted;
- Number of DP policy/plans prepared using the VCA results;
- The regional working group on DP policy and plans is useful and effective;
- The level of cooperation with the governmental authorities in charge of disaster management, and with UNDP increases.

Objective 5:

- Functioning and self-sustainable RLU with cost-effective services to more self-reliant NS
- Increased customer satisfaction as measured by volume of orders/requests received.
- Regional Disaster Response Teams in place with strong capacities in Logistics
- Regional Logistics course held
- At least 3 assessment missions conducted
- Functioning logistical network in the region.
- New partnerships established with ICRC and MSF

Critical assumptions

- Adequate, stable and timely funding: apart from ECHO3 funding (1995 - 97), DP/R in Eastern Africa has never received consistent and sufficient funding. The implications for such a high risk region has been that both DP and response are need-driven but ad hoc.
- Full commitment, interest and active engagement from NSs in the region.
- Full commitment from the RDN management to implement regional DP/R 2010 Strategy Framework (all emergency appeals during 2010 will be within its parameters).
- Stable NS staffing: one of the big lessons of 1995 - 97 programme was that most of the trained NS's DP/relief staff left for other jobs.
- Full commitment by NS to allow their staff to engage in RDRT and other WG activities;
- Major disasters which might distract resources and efforts (of both NSs and Federation) from preparedness and capacity building to emergency response.
- Full cooperation and support from other regional programmes: DP/R is a goal which can only be achieved through pulling together various resources and activities of the different regional programmes. Close support is especially needed from the regional OD/RD, Health, Watsan and Logistics unit.
- Good cooperation from other DP/R key players (governments, UN agencies, other NGOs).
- A regional DP/R team comprising one delegate, one Staff on Loan to supervise the DfiD programme, a relief officer for coordinating disaster response, a full time administrative assistant, and possibly another DP officer with French, as of beginning of 2002.

Monitoring and evaluation

Monitoring of this programme will be carried out in the following way:

- Regular delegates' field missions and reports (mission, monthly and quarterly reports);
- Progress reports and feedback from the various working groups about their activities, progress, constraints, lessons;

- Missions and reports of other regional delegates, especially Health, WatSan and Logistics;
- Reports from NSs and country delegations.

Evaluation of this programme will be carried out in the following way:

- Annual regional DP/response planning and review meeting;
- External evaluation of the programme by the end of 2002.

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2. Health and care in the community

Background and achievements/lessons to date

In recent years the East Africa region has witnessed frequent disasters, including floods, drought, and epidemics. Internal and international conflicts have resulted in mass population movements, creating both internal and cross border displacements. The displaced populations are living in camps and overcrowded suburban slums without basic health, sanitation facilities and social services. General health is poor with several diseases prevalent, most notably HIV/AIDS. The challenge is complex and reaching vulnerable people with effective interventions is a major challenge.

The Regional Health programme has accomplished the following: the establishment of a National Societies' Health Network; the promotion of the Africa Red Cross Red Crescent Health Initiative 2010 (ARCHI 2010) approach; the utilization of a tool kit for health education activities; providing technical support for control of Ebola in Uganda, and creating good networks and relationships with external partners.

The past years have provided valuable lessons, mainly that the Regional Health and Care Programme will not have impact without clear policies and strategies. To this effect, ARCHI 2010 should be the framework for the regional health programme. The regional health and care programme requires a more integrated approach than before. Previously, selection of NSs for technical assistance was ad hoc and there was a need for urgent, prompt and aggressive action. To be able to assist the NS' to rapidly respond to small and medium emergencies, the Regional Health and Care Programme has set up the following strategy for 2002:

- To establish and maintain an inter-sectoral and integrated approach and strengthen the working relationship between health and health related programming i.e. HIV/AIDS and Watsan, as well as Organization Development and Disaster Preparedness.
- To ensure geographic and programmatic balance, the strategy aims to focus on certain NS' as first priority for 2002; namely Djibouti, Burundi, Kenya, Madagascar, Sudan and Tanzania. This will improve existing capacities and create a favorable environment for better application of the ARCHI 2010 approach, and define and accelerate scaling-up to make an impact and avoid over-stretching human resources. The selection of these priority NSs for 2002 was based on governance and management readiness and willingness for change using ARCHI 2010 as a framework for scaling-up health initiatives as well as the factors causing vulnerability. The rest of the NS will be given the necessary support to undertake required self-assessment and identification of gaps and challenges for 2003, or through exchanges and coaching from sister NS.
- To establish and strengthen partnerships with different key players in the field of preventive health, such as governments, UN agencies (namely UNICEF, UNFPA, UNHCR and WHO), NGOs, and community-based organisations. These partnerships would aim to achieve information sharing, division of roles with the implementing partners, financial and technical support, and advocacy for the Red Cross mandate and principles.
- To establish monitoring tools for continuous assessment of potential hazardous situations for the vulnerable. The assessment should rely on the community resources for rapid response and draw indicators for appropriate planning processes.

- To utilize the competence in the East Africa region and other regions. The NS that have competencies and experience in the field of comprehensive health approach and scaling-up processes would be to assist other NS in the region who lack such expertise.

Complex interventions are required to save lives and improve the health of populations affected by the combination of the above mentioned problems. ARCHI 2010 should be the driving force to plan and implement the health programmes and intervention of the selected NSs for 2002. The health programmes and health interventions that comply with ARCHI 2010 should be given priority and maximum support. These are programmes that have the following characteristics: low-cost and low-tech interventions aimed at reducing vulnerability; health education for behavioral change; and promoting good health and hygienic practices.

Goal The overall goal of the Regional Health and Care Programme is to build the conceptual and the practical capacity of National Societies in Eastern Africa by developing and maintaining structural, managerial and service delivery abilities in line with the ARCHI 2010 approach and the Humanitarian Principles of the Movement.

Objectives and Activities

Objective 1 Develop and ensure better understanding and ownership of the ARCHI 2010 approach; ensure the right definition and know-how of the scaling-up of the health interventions for the six selected NSs volunteer management personnel (Djibouti, Burundi, Kenya, Madagascar, Sudan and Tanzania).

Activities to achieve objective 1 are:

- Facilitate six orientation-training sessions (two days for each NS). Orientation will target the health and health-related departments in order to create better understanding and ownership of ARCHI 2010 approach. Also to help the selected NSs to define the scaling-up concept from their own perspective and identify the what, how and when each NS would be able to achieve. Focus will be on the development of a volunteer management system in each of these NSs. Each NS will establish and implement its respective Volunteer Policy.
- To support and facilitate 6 intensive training workshops for the volunteers at branch level to create better understanding of the ARCHI 2010 approach and the concept and practical steps of scaling-up health interventions by exploring the available resources. Guidelines on adaptation and the use of the toolkits as Information, Education and Communication (IEC) for volunteer motivation, recruitment and retention will be developed. NSs will then map their branch level communities, begin building up networks of volunteers in each community and measure and monitor the expansion of these networks to all communities within each branch. A system of coaching or the equivalent will be identified at the sub-branch level to ensure support and follow-up of volunteers.

Objective 2 Develop the required technical practical competence of volunteers and technicians for scaling up health initiatives by mapping local resources and identifying those that need development.

Activities to achieve objective 2 are:

- Facilitate and support a regional training workshop on technical know-how of community empowerment and preparedness for 15 volunteer leaders, coordinators or coaches from the selected NSs. These personnel will be responsible for creating branch level networks of community volunteers.
- Facilitate one regional training workshop for the actively involved and committed volunteer coordinators of the selected NS on the know-how of monitoring and evaluation; how to develop and

use monitoring tools; and how to set indicators for proper planning and timely response. Appropriate methods for recruitment, motivation, in-service, retention and recognition of volunteers will be incorporated into these training sessions.

- Regional workshop for information and successful experience sharing on scaling up of health interventions organised by the volunteers and supported by the technicians of the selected NSs. Results of this regional workshop will be used to document the health related successes and achievements resulting from the efforts outlined in this appeal.

Objective 3 Strategic planning capacities of 5 selected NSs (Djibouti, Burundi, Kenya, Sudan and Tanzania) are enhanced and integrated long-term health plans are developed.

Activities to achieve objective 3 are:

- To conduct a participatory consultation review session for current NSs long-term health plans as well as identify gaps and challenges. This will aim to delineate the types of health interventions each NS can engage in. For example, special events such as national immunisation days, blood recruitment days, clean up campaigns or for longer term such as support to people living with HIV/AIDS (PLWHAs) in their homes, ongoing HIV/AIDS peer education of youths in clubs or schools and finally, epidemic response and control activities.
- Conduct one day training sessions on the modalities of strategic planning, monitoring and evaluation related matters. Emphasis will be placed on understanding and using indicators to demonstrate achievements and results.
- Provide guidance and technical support to design Terms of Reference (TOR) and assist the recruitment process of the new health coordinator of NSs, such as. Tanzania. Also emphasis will be placed on developing TORs for volunteer coaches and/or coordinators and TORs for volunteers themselves. A better understanding of volunteering appropriate to each NS will be necessary.

Objective 4 In collaboration with Organizational Development delegates, ensure the development of the volunteer management system to promote and work through reliable coaching systems in 3 selected NSs.

Activities to achieve objective 4 are:

- Multidisciplinary team pays one week visit to undertake critical review (mapping) of the current volunteer coaching management system using ARCHI 2010 approach as the framework.
- Organise a two day information sharing and feedback session, and provide practical guidelines on how to improve and develop the volunteer/coaching management system at HQ and branch level.

Objective 5 In collaboration with Watsan, HIV/AIDS and Disaster Preparedness delegates, enhance the capacity of Madagascar RC to launch pilot emergency rapid response project.

Activities to achieve objective 5 are:

- Undertake assessment of factors that cause vulnerability with emphasis on health and health related matters, and of available capacities at HQ and branch level to respond to disease outbreaks and take a tangible role in epidemics when need arises.
- Provide technical support for the NS' health department to develop its own short-term operational plan for the pilot project.
- Train the technicians and the volunteers (coaches) on emergency management actions required during emergencies.
- Train RC and community volunteers on promotion of cholera and diarrhoea preventive measures, public education of hygiene/health practices, community organisation and mobilization, and action to be taken at their level to contain hazards.
- Procurement of cholera kits in accordance with the Federation standards (as appropriate).
- Development of culturally-sensitive IEC materials (adaptation of the ARCHI 2010 tool kit).

Expected results by the end of year 2003

Objective 1:

- The 6 selected NSs will have a good command of ARCHI 2010 as a framework to prioritise and focus the health initiatives through orientation-training sessions.
- Mapping (communities, coaches, volunteers) at the branch level will be done in each of these NSs.
- Six intensive training workshops will be held for volunteers at branch level on scaling-up health interventions. These workshops will result in the establishment of or strengthening of branch level coaching systems and the development of community networks of volunteers, which work on priority health problems.

For objective 2:

- One regional training with the 6 selected NS on empowering the community.
- One regional training with the 6 selected NS on monitoring and evaluation, develop and use monitoring tools and set up indicators for planning and timely response.
- One regional training with the 6 selected NS to share experiences on scaling up health interventions.
- Improved systems of advocacy, decentralisation to branches and communities, and improved monitoring and evaluation at all levels will result from the training for objective 2.

For objective 3:

- 5 NSs (Djibouti, Burundi, Kenya, Sudan and Tanzania) will have capacity for strategic planning, monitoring and evaluation and have developed their long-term health plans. Both long term and short term planning will be demonstrably improved with concrete activities and systems in place.
- 2 NSs will have re-established functioning health departments, and are able and willing to provide support to the ongoing community activities organised by volunteers.

For objective 4:

- 3 new NSs will have the volunteer and coaching management system established and well functioning.
- The 6 selected NSs will have the practical capacity to scaling-up their health priorities. 2 successful experiences would be selected for documentation and shared with other NSs in the region.
- At least 5 NSs will have produced culturally-sensitive IEC materials using ARCHI 2010 tool kit as a reference.

For objective 5:

- One pilot project for rapid emergency response will have been implemented in Madagascar through vulnerability assessment, technical support to health department, training of technicians and volunteers especially on priority areas (cholera) and development of IEC materials.

Indicators

- 50% of the NSs using the ARCHI 2010 approach as a framework to prioritise and focus their health initiatives.
- 2 NS (Kenya, Tanzania) health departments will be re-established and strengthened and will have the capacities to function in accordance with ARCHI 2010.
- The required competence for scaling up the health initiatives by volunteers and coaches will be built in at least 25% of the NSs. This means the networks of community volunteers will be created.
- One pilot project led by an integrated approach for disaster rapid response successfully operational.

- At least 3 resource persons in the field of scaling-up technical and practical matters identified and designated to help the NSs.
- 20% of the NSs are able to develop practical monitoring tools for convenient programme planning and management. NSs will adapt or use the ARCHI 2010 toolkits for measuring results (evaluation) and use coaches for monitoring networks where they are created and working.
- Co-ordination systems established and partnerships strengthened with at least 5 potential participating NSs. This will be demonstrated by the number of exchange visits and the number of efforts resulting from these exchanges.
- 5 NSs (each NS has to adapt their own) sets of culturally-sensitive IEC material will be developed for volunteer training, motivation and recruitment
- Medical supply procurement restricted to the Federation standards (for disaster response only).
- Clear criteria for selection for the regional training workshops are developed.

Critical assumptions

- Governance and management of the selected NS commit to operationalise the policies and frameworks (Strategy 2010, Ouagadougou Declaration, ARCHI 2010).
- Regular and timely flow of required financial and material resources.
- Flexible and adaptable volunteers and coaches management system made available.
- NS seek and apply the knowledge and skills acquired during the local and regional training provided by the regional health programme.
- Access to the volunteers for training and empowerment is facilitated.
- Both African and Participating National Societies demonstrate explicit and strong cooperation.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following way:

- Efforts will be made to initiate and develop monitoring and evaluation mechanisms at the regional and NS level; simple checklists for progress reporting from NS.
- For the newly starting NS, situation analysis should be required for at least 2 NS health initiatives to draw indicators and mechanisms for the particular NS. Successful results would be replicated in other NSs.
- The regional health profile would be used as a reference to verify the newly collected data and information and the proposed checklist.
- The regular reports from the NS would be used to update established monitoring tools.
- Regular field visits would be paid by the regional delegate for assessment and timely advice.
- Other relevant programme reports would be used to follow up on progress and required amendment for the monitoring mechanisms.

Evaluation of this programme will be carried out in the following way by a mid-term review and end of programme cycle evaluation particularly for the ongoing activities.

2 (a) Regional HIV/AIDS Programme

Background and progress to date

HIV/AIDS has become the number one killer in Africa (WHO 2000). The East African region alone has almost 5 million AIDS orphans, which is over 1.5 million more than the non-African world combined.

HIV/AIDS is triggering national emergencies and most heads of state within the region have declared the pandemic a national disaster. It is destroying the lives of entire communities, wiping out hard-earned economic and social development gains and threatening social and political stability. In the most affected countries and districts, Red Cross Red Crescent branches and volunteers networks have suffered along with the rest of the community. The disease is threatening to destroy human resource base of many National Societies. HIV/AIDS programme development is a prerequisite to any current or future sustainable RC/RC development intervention. If not, most investment in developing the capacities and services of the National Societies to reach the most vulnerable will be lost.

All National Societies in the region are conducting HIV/AIDS activities, but on a small scale. The Rwandan and Burundian NS conduct HIV/AIDS education, home based care training and condom distribution as part of their community based First Aid (CBFA) program in less than 50 % of their branches. Eritrea and Djibouti also have similar programs that are relatively new. Although the rates in Comoros are relatively low and there is no current program for HIV/AIDS, the new strategic plan for 2001-2003 calls for volunteers to disseminate information about HIV/AIDS prevention. The Ethiopian Red Cross has a prevention program targeting secondary schools in seven branches and bear the burden of ensuring the blood safety nationwide. The NS in Kenya, which has the highest rate in the region has only 4 out of 38 branches conducting HIV/AIDS related activities. These programs are relatively new and include home based care and HIV/AIDS prevention in schools clubs. Madagascar has activities for education and prevention in selected villages, which is estimated to be about two branches. Somalia has peer education in two branches as part of its Primary Health Care Services, but the programme is not widespread. In Sudan, six out of 21 branches conduct activities, which include education messages through theatre groups, condom distribution, home based care and safe blood donor recruitment.

To attempt to meet the needs of refugees, the Societies in Burundi and Tanzania conduct HIV/AIDS counselling and education camps. Uganda has a comprehensive program in seven branches that includes blood donor recruitment, massive education campaigns, advocacy and support for care of orphans, and TB education. Besides participating in education and prevention activities, some National Societies are developing programs that deal with the consequences of HIV/AIDS. AIDS has left behind many orphans and households headed by children or women who are sick or dying. Uganda, Rwanda, and Burundi all provide services to assist AIDS orphans and street children.

National Societies as auxiliaries to governments are probably the most decentralized, structured and community-based organisations through their network of branches and volunteers all over Africa. By mobilizing this unique comparative advantage and, in partnership with others, we can certainly make a difference, contribute to save the lives of thousands of fellow humans and alleviate the suffering of the many individuals, families and communities currently devastated by the killer virus.

This is the enormous challenge faced by the Regional Delegation and is why it has since 3rd quarter 2001 strengthened its capacity to respond to HIV/AIDS. The quality of existing interventions still need to be assessed and strengthened before further integrating and mainstreaming of HIV/AIDS related

issues into the existing RC/RC programmes - First AID, Community Based First Aid, Disaster preparedness and response, Blood donor recruitment, Youth, Primary health and community based health care programs which should be the primary vehicle for HIV/AIDS programming integration. It is also imperative to develop capacities if NS are to extend the geographical scope and coverage of their intervention to more branches and if the NS want to become credible partners in the advocacy components of the HIV/AIDS struggle.

Goal The goal of the Regional HIV/AIDS program for 2002-2003 is to contribute actively to the effort to turn the tide of the epidemic, save more lives, and alleviate the suffering of the individuals, families and communities that are affected by the pandemic by:

- Supporting NS's to become credible partners in the delivery of comprehensive, relevant, and up-to-scale HIV/AIDS prevention and care interventions, within the scope of the Federation's ARCHI 2010 strategy,
- Facilitating further integration of HIV/AIDS related issues into regional programs in co-ordination with Participating NS operating bilaterally, the Federation Secretariat, and ICRC
- Partnering with people living with HIV/AIDS (PLWHA) groups, and other international, national, and local stakeholders.

Objectives and Activities

Objective 1 To promote and support the integration and implementation of HIV/AIDS related issues into existing Regional Delegation Nairobi and NS Programmes (Health, Organizational Development; Information, Communications and Promotion of Humanitarian values; Disaster Preparedness and Response, and Youth programs).

Activities to achieve objective 1 are:

- In partnership with PLWHA's networks, pilot an on going HIV/AIDS Workplace training program in RDN for all staff .
- Assist RDN Senior Management in the development of a Human Resources (HR) policy for HIV/AIDS in the workplace as well as in producing guidelines for RC/RC managers in dealing with HIV/AIDS in the workplace.
- Facilitate the organisation of a regional workshop for head of delegations/national society governance on dealing with HIV/AIDS in the workplace.
- In collaboration with OD unit, facilitate the documentation of the HIV/AIDS training workplace programme for information sharing, and in support of the development of HR guidelines for managers supporting PLWHA's within the Federation.
- One working session per trimester with Regional sector programs (OD; Information; DP&DR; Health) to facilitate further integration of HIV/AIDS related issues into annual work plan of events and missions.
- Work with RDN and HODs for further integration and mainstreaming of HIV/AIDS related issues into Cooperation Agreement Strategies (CAS) and regional plans.
- Organize training sessions on HIV/AIDS advocacy for RDN and HODs.
- Represent RDN in major HIV/AIDS forums/conferences and/or facilitate RDN representation through involvement of NS. (such as: Fifth International Conference on Home and Community Care for PLWHA's in Chiang Mai, Barcelona 2002 International HIV/AIDS conference).
- Technical advice and monitoring missions to support NS in implementing their HIV/AIDS plans (at least one per year/per country).
- Capacity development training opportunities are offered to Regional Health Task Force members (twice a year on HIV/AIDS programming, networking and coaching).
- Ongoing dissemination of HIV/AIDS information and technical resources materials to NS in collaboration with RDN information and communication department.

- Advise and assist NS in HIV/AIDS policy development.
- To organize according to priority needs of NS, two skills building workshops per year on major thematic issues: HIV/AIDS Advocacy, Information and communication to reduce stigma & discrimination; HIV/AIDS program management; HIV/AIDS in the Workplace; reproductive Health, HIV/AIDS, Youth Peer Education; Home Based and Community Care for and with PLWHA and AIDS orphans.

Objective 2 Partnerships between NS and Governments/National AIDS Control Programs (NACP), UN theme groups on HIV/AIDS and PLWHA groups go beyond declarations of intention and information sharing to joint planning and resourcing.

Activities to achieve objective 2 are:

- Facilitate the liaison between NS and Governments/National AIDS Control Programs (NACP) to get support from governments and other regional/national organisations involved in HIV/AIDS.
- Facilitate the introduction and participation of NS to the UN theme group on HIV/AIDS, advocating for support to NS in HIV/AIDS programming, for example - Refugees and displaced people (UNHCR and IOM), Youth and reproductive health (UNICEF and UNFPA), Reducing stigma & discrimination, working with PLWHA groups (UNAIDS and UNDP).
- Facilitate liaison through NAP+ Secretariat (Network of African People Living with HIV/AIDS) between NS and PLWHA's groups affiliated with NAP+.
- Facilitate participation of NS in international/ regional/ national meetings /conferences/ workshops to share, network, acquire new skills, visibility and credibility.
- Facilitate liaison between NS and other international/national donor agencies and disseminating relevant information to NS directly and through ARCHI 2010 weekly newsletters highlighting potential for cooperation in terms of funding and technical or material support.
- To assist NS through skills training to develop and submit proposals.

Objective 3 To promote regional networking to ensure support, coordination and sustain ability of interventions, information sharing and exchange/provision of technical expertise.

Activities to achieve objective 3 are:

- Explore with NAP+ and NS governance the use of NAP+ Ambassador of Hope missions for joint advocacy interventions.
- Assist the RDN Information Unit in developing the advocacy and communication capacities of NS Governance within the region.
- Identify charismatic RC/RC leaders willing to promote regional RC/RC HIV/AIDS commitment and leadership and assist in designing a regional strategy to bring up to scale HIV/AIDS interventions.
- Facilitate information and experience sharing through existing channels (Focus - Regional Delegation quarterly newsletter, ARCHI Weekly News, Bi-weekly updates, meetings, conferences, workshops, study tours/exchange visits with other NS and NGOs) and support NS in reporting/documenting their HIV/AIDS interventions.
- Identification of available expertise within and outside the region and the establishment of a roster of experts/ consultants/ organisations to support provision of technical assistance in HIV/AIDS programme implementation.
- Facilitate liaison between NS and PLWHAs groups at country levels through participation in meetings, conferences, workshops of both parties.
- In partnership with NAP+ provide advise to NS and PLWHAs in the design and implementation of joint interventions.
- Follow up on World Bank (WB) country partnerships in Ethiopia and Kenya and explore possibilities to extend WB funding to other country programs, projects. Follow up on bilateral

HIV/AIDS interventions (Life initiative/American Red Cross /Centre for Disease Control Atlanta, French RC, German RC, Danish RC, Norwegian Red Cross, British Red Cross)

Expected results by the end of year 2003

Objective 1:

- Peer support and referral mechanisms for staff will be in place.
- A draft RDN HIV/AIDS policy for field staff and draft guidelines for RC/RC managers will be proposed to the Federation Secretary General.
- HODs and NS will have a better understanding of roles and responsibilities for HIV/AIDS workplace programme activities. HIV/AIDS will be integrated in Human Resource policies of RDN and country delegations. RDN and NS will have created an environment where HIV/AIDS in the workplace can be discussed openly.
- Information on RDN strategy to deal with HIV/AIDS in the workplace, achievements, lessons learnt shared within and outside the RC/RC organisations.
- HIV/AIDS related issues will be integrated into sector interventions.
- A more coherent, co-ordinated, and sustainable Federation support to NS in HIV/AIDS programming.
- RDN and Country delegations will have the skills to develop and contribute to a coherent regional advocacy strategy.
- The work of Federation and NSs in HIV/AIDS will be improved. Federation/NS recognised as credible partners by major stakeholders.
- Quality of interventions improved. Interventions monitored against program/project objectives and achievements measured.
- ARCHI 2010 being implemented and interventions are scaled up through regional cooperation.
- NS will be up to date on most recent HIV/AIDS developments. NS will be better equipped at central level to support provision of information to branches.
- HIV/AIDS included in all relevant policies and programs.
- Sound technical HIV/AIDS interventions using the same conceptual framework and implementation methodologies, allowing comparative measurements.

Objective 2:

- NS will attend regular NACP coordination and planning meetings. NACP integrates NS comparative advantages in National Aids Control strategic implementation. NACP contributes partially to funding of RC/RC interventions.
- A better understanding by stakeholders of the comparative advantages of NS. Funding and/or material or technical assistance from some of the members of the UN theme groups on HIV/AIDS (e.g.: UNICEF and UNFPA on Reproductive health/HIV/AIDS education for youth and women; UNHCR on HIV/AIDS prevention in refugee/local host population settings, UNDP on joint proposals involving PLWHA's support groups and RC Branches and volunteers).
- PLWHA's are actively involved in NS interventions on HIV/AIDS advocacy, prevention and care.
- NSs are seen as credible partners in the fight against HIV/AIDS.
- NSs take a proactive role in mobilising resources. NS receive more support from the national/international community.
- More proposals submitted for funding.

Objective 3:

- Partnerships with PLWHAs will go beyond information sharing and declarations of intention to joint regional advocacy positions, interventions to influence government policies, community leaders and individual behaviour for risk reduction and positive action towards PLWHAs.
- A clear regional advocacy position where NS governance will play a pivotal role.

- A regional strategy to bring up to scale HIV/AIDS interventions. Enhanced networking relationships between NS.
- NS and RDN HIV/AIDS interventions are better known, documented, shared and coordinated.
- A better understanding of the NS towards PLWHA's needs and assets. A greater involvement of PLWHAs in RC interventions.
- A greater impact of RC interventions. Strengthened PLWHAs networks.
- Federation, RDN and NS appearing as credible partners to WB. HIV/AIDS programs are coordinated in a way that avoids fragmentation and duplication and promotes sustainable partnerships and interventions.

Indicators

Objective 1:

- Staff (local & international) living with HIV/AIDS turn to RDN as an office to which to contribute and from which to seek assistance.
- Federation's Secretariat and Governing board consider RDN HIV/AIDS policy for staff and proposal for guidelines for RC managers.
- HIV/AIDS policies in NS are starting to be developed (50% of 14 NS by the end of 2003). Support mechanisms for staff infected or affected with HIV/AIDS are in place in all Federation's country delegations and in at least 50% of 14 NS. Programmes to support HIV/AIDS care and prevention are in place in all Federation Delegations within the region by the end of 2003.
- RDN experiences and documents widely disseminated.
- Reports from the various sector programmes reflect HIV/AIDS integration throughout the two years.
- CAS/RAS prioritise, integrate and progressively bring up to scale HIV/AIDS interventions over the two years.
- Advocacy coherence easily traced in country; RDN press conferences, documents, reports produced within the region.
- RDN and NS contributing to conferences, chairing sessions, presenting abstracts and or poster presentations.
- Regional HIV/AIDS profile and data base on NS activities regularly up dated, with accurate information.
- Number and nature of services offered by task force members to the region. The Regional HIV/AIDS profile of NS is strengthened (more branches active, more interventions initiated).
- Mechanisms at RDN in place to support dissemination of information. Volume and nature of information received by NS and redistributed to branches.
- Number of NS having developed an HIV/AIDS policy by 2003.
- Progress in the technical soundness of interventions measurable through monitoring technical review missions and reports.

Objective 2:

- Number of NS represented and attending NACP meetings by the end of 2002. Number of NS mentioned in National AIDS strategic plans by the end of 2003. Number of NS benefiting from NACP funding and in which volume.
- Number of NS represented, attending and participating in UN theme groups meetings on HIV/AIDS. Number of NS benefiting from support from UN Agencies or other national, international organisations constituting the civil society group and in which volume.
- Number of NS involving PLWHAs in their interventions, scope and nature of the involvement.
- Number of NS participating actively in conferences, meetings, workshops. Number of NS having established new partnerships following conferences.
- Volume of resources raised by NS. Volume of resources provided by national, international organisations.

- Number, quality and outcomes of proposal submissions.

Objective 3:

- Number of Ambassador Missions of Hope performed and outcomes for RC work and for the strengthening of PLWHAs networks.
- Quantity and quality, impact of governance advocacy interventions.
- Regional HIV/AIDS profile is evolving (more branches evolved, quality of interventions improved, more resources involved in the fight against HIV/AIDS).
- Mechanisms for systematic knowledge sharing in RDN between RDN and NS are in place and fully utilised.
- Number and quality of technical resource persons, organisations identified. Number of requests made by NS and number of deployment of technical missions.
- Number of contacts made at country level. Number of meetings, conferences, workshops attended by both parties. Extension of the geographical coverage of PLWHAs networks.
- Working mechanisms with NAP+ Secretariat and RDN are in place and functional. Number and impact of joint interventions.
- Monitoring progress achievements through reports. Number of contacts made with the WB and outcomes. Bilateral interventions meet gaps in AIDS programming across countries and answer to needs expressed by NS. Monitoring through briefings/reports, joint monitoring missions.

Critical assumptions

- RDN sector programs are committed to work with RDN HIV/AIDS coordinator to integrate and mainstream HIV/AIDS related issues in their existing work plans.
- NSs demonstrate their commitment to Ouagadougou Declaration, NS strategic plans are developed and implemented.
- NSs are committed to network with other international, national and local stakeholders including associations of PLWHAs.
- International donor funds are available to support viable proposals.
- RDN and NSs work together for fundraising.
- RDN and NSs have the necessary financial and human resources to support HIV/AIDS program implementation.
- NSs request technical inputs for program implementation in organisation-wide recommended domains.
- RDN and NSs work closely with Organizational Development programs to strengthen and further develop RC structures and human resources base necessary to bring up to scale HIV/AIDS interventions.
- NSs participate in the design and implementation of the RDN HIV/AIDS action plan and follow strategic directions agreed upon.
- PNSs cooperation is strong, coordinated with and supports RDN in HIV/AIDS program implementation.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following way:

- Monitoring of the regional HIV/AIDS program implementation will be done by RDN Senior management and Federation Secretariat on an ongoing basis through RDN HIV/AIDS coordinator reports using as indicators the set of objectives and expected results outlined in the appeal document.
- NS will also be offered twice a year through Health Task force meetings an opportunity to measure RDN HIV/AIDS progresses and achievements in program implementation.

- NS progress will be monitored against strategic plans through quarterly Program implementation reports made by NS themselves, RDN quarterly team management meetings, during on site technical visits by RDN delegates, and at the occasion of the Health task force meetings twice a year. Fact sheets on the performance of NS HIV/AIDS programs will be used twice a year to update the regional HIV/AIDS profile initiated at the start of the program for comparative purposes.

Evaluation of this programme will be carried out in the following way

- Participatory mid term and final evaluations of NSs HIV/AIDS strategic plans implementation will be lead by RDN in partnership with major stakeholders.

2 (b) Regional water & sanitation programme

Background and Achievements/lessons to date

Over sixty percent (135 million) of people living in the region have no access to safe water and adequate sanitation. This situation, linked to poor hygiene practices or awareness is a major contributor to poor health accounting for 20% or more of morbidity from common, preventable, recurrent Watsan related diseases.

In addition to the long-term challenge this creates, disasters in the region such as mass population movement, epidemics (often Watsan related such as Cholera), floods and droughts in most cases require a significant Watsan component when the RC/RC Movement intervenes.

The Federation, realising that provision of health interventions, (whether long term developmental, or in disaster or post-disaster scenarios) require a Watsan component, established a Geneva based Senior Watsan Officer Post in 1994 within the Health and Care (formally Relief Health) Department to consolidate and co-ordinate Federation/NS Watsan interventions globally. This led to establishment and ongoing deployments of Watsan Emergency Response Units (ERUs) and also to the establishment of long-term Regional Watsan Programmes now operational in 4 regions, 2 of which are in Africa. (Southern and Eastern Regions established in 1997 and 1998 respectively).

From the NS perspective, a significant number in Eastern Africa (8 out of 14) have ongoing Watsan Projects with further projects under planning. These will form the priority group of countries for Watsan namely: Ethiopia, Djibouti, Kenya, Rwanda, Burundi, Uganda, Tanzania and Eritrea. Many Watsan projects in the first instance were established as a result of disaster interventions, which often evolve into longer term development initiatives. A trend is also now noticeable for NSs to establish developmental Watsan projects with disaster scenarios as part of long-term health projects. This is to be encouraged as it attracts longer term funding and maintains and improves NS Watsan capacity and creates a pool of experienced NS staff who can be on call for Disaster Response and regional networking.

Some disaster interventions have been active for too long, particularly refugee operations, which are still supported by national societies/Federation. As a Red Cross and Red Crescent policy, firm exit strategies need to be implemented. This approach would 'free-up' present human and material/funding capacity to better promote developmental projects while maintaining RC/RC capacity to deal effectively with 'new' disasters.

Achievements to date in Regional Watsan initiatives have been the formulation of both emergency and developmental Watsan strategies for the Movement; the provision of technical, programming and resource mobilization support to NS's active in Watsan; the establishment of both Regional Human and material resources, particularly for Disaster Response resulting in improved Regional Disaster Response capacity; the strengthening of linkages to Community Based Health Care/Community Based Management within the Health and Care umbrella; the provision of appropriate training/networking opportunities for key NS/Federation Watsan staff; and the improvements in both scale and quality of Watsan interventions.

Several difficulties were encountered, which were also lessons learned: NS technical competency needs further strengthening to ensure quality of engineering works ("hardware") balanced with the skills required to provide the required ("software") components of health/hygiene awareness and community based management. The Regional Watsan human resources, both in disaster and

developmental interventions, are not used to the movements best advantage. More appropriate networking and skills sharing needs to take place; this requires greater commitment from NSs/Federation, and stronger regionally-based Watsan teams to support and co-ordinate this approach. A lack of a fully integrated working relationship with health programmes, in general, reduces overall impact. Both NSs and Federation need to “scale-up” Watsan interventions to improve impact and cost-effectiveness while improving quality of delivery, especially in comparison to other humanitarian agencies more established in the Watsan sector. And finally, longer term funding packages are required; this is also in line with the approach taken by other agencies active in the sector.

Goal To increase the positive impact upon health of vulnerable people in disaster, post-disaster and long-term development projects by improving access to appropriate, sustainable safe water and sanitation facilities and related health/hygiene awareness and community based management. This can be achieved through a strengthened regional RC/RC network of human and material resources.

Objectives and activities

Overall Objective To continue providing a coordinating and technical/programming support service to Federation/ National Society water, sanitation and hygiene promotion/community management projects. This will include:

Objective 1 Support to Watsan “scaling-up” in the region, by 35% over 2 years. Targeting a minimum of 350,000 beneficiaries in development projects and 500,000 in relief projects giving a total of 850,000 beneficiaries.

Activities to achieve objective 1 are:

- Provision of assistance in project proposal preparation, field assessments, evaluations, impact assessments and monitoring. The emphasis will be more towards long-term development projects, winding down of ongoing emergency/relief interventions while maintaining a significant emergency response capacity.
- Promotion of standardised proposal preparation/formats to include reporting formats through workshopping and country-by-country missions.
- Actively seek and strengthen links to existing and potential donors through networking, newsletters, regular reporting and maintaining constant working relationships with the donor group.
- Encourage donors to contribute to a Regional Watsan Programme which in turn provides funding and coordination more directly to NS’s. Target, 50% of longer term Watsan funding channelled through the Regional Programme.

Objective 2 NS and Federation Watsan human resource development. Building a Regional Watsan Team and human resource database.

Activities to achieve objective 2 are:

- Identify and source funding for appropriate formal training for NS and Federation Watsan staff. Provide formal training for a minimum of 20 NS staff and 4 Federation staff over 2 years.
- Encourage Regional networking, provide funding for 25 intra-regional network missions over 2 years.
- Provide informal “on-site” training missions by the Regional Team, 8 missions over 2 years.
- Set-up electronic human resource database for the Region by mid-2002.

Objective 3 Improve and strengthen Regional Watsan Disaster Response Capacity. Encouraging of stronger links to ICRC in relief Watsan particularly.

Activities to achieve objective 3 are:

- Promote and support the RDRT (Regional Disaster Response Team) initiative by provision of training materials and services, identifying key NS staff and volunteers to be trained. Targeting a core group of 25 (to complement the current team of eight) NS staff and 4 Federation staff to form this Disaster Response human resource pool.
- In close consultation with NS's and in liaison with ICRC, encourage deployment from the Watsan pool to intervene in Regional Disasters. Over 2 years, minimum 10 deployments.
- Maintain appropriate stocks/materials/equipment for rapid response in the region with a capacity to provide emergency Watsan facilities for up to 30,000 beneficiaries, co-ordinate as much as possible with ICRC Watsan Logistics.
- Monitor effectively the effect of lack of Watsan facilities, especially in refugees camp, which may exacerbate insecurity and unrest and take effective measures to mitigate such threats.

Objective 4 Policy, strategy and profile development, co-ordination of Movement sector assistance to National Societies. Advocacy and linkages to other Watsan players.

Activities to achieve objective 4 are:

- Disseminate RC/RC Global and Regional specific Watsan policies/strategies to all levels within NS's in the region including participating NS bilateral Watsan initiatives. This by using newsletters, regional and country specific meetings and workshops.
- Provision of Technical/Programme support services to Watsan projects in the region. Expand the Regional Watsan team by addition of a Regional (Technical) Programme Officer to cater more effectively with workload. The Regional Watsan Team to plan minimum 30% of their time in field work.
- Maintain an overview of RC/RC Watsan activities in the region while keeping the Health and Care Department (Watsan Sector) in Geneva fully informed of developments through regular reporting.
- Encouraging the Movement's role in advocating with Governments and INGOs in respect to the needs for Watsan to play a major role in improving the lives of the vulnerable, both in the short and long term.
- Strengthen and further encourage a dialogue with other major Watsan players, both in the relief and developmental context such as ICRC, UNICEF, World Bank, ECHO, EU, UNDP and UNEP.

Expected Results by December 2003

Objective 1:

- Improved quality of proposal preparation, assessments, evaluations and monitoring will provide a quality assurance approach which will be indicated by improved scale and quality of project impact.
- A "scaling-down" of long-term emergency interventions will be balanced with "scaling-up" of longer term development projects.
- Standardisation will simplify the Regional co-ordination role, NS inputs and encourage donor support which we expect to increase by 35% over 2 years.
- The Regional Programme, by providing a professional and expanded service, will aim to increase funding to NSs through the Programme by 50% over 2 years.

Objective 2: The key to achieving our overall objective is human resource development. This development will be reached by formal training (24 people targeted), networking missions (25 missions planned) and Regional Team training missions, (8 planned).

- This initiative will be backed up by the human resource database operational by mid-2003.

- NS or Federation staff who perform well will be encouraged to participate in regional exchanges and to attend basic training courses (BTC) as a route towards attaining Delegate status when appropriate. Target. 2-3 Delegates recruited from Regional human resources within 2 years.

Objective 3:

- Regional Watsan Disaster Response Team will be established and fully trained.
- Watsan stocks/materials/equipment will be maintained with a response capacity to 30,000 beneficiaries.
- Watsan Regional Disaster Response Team (RDRT) will be strengthened with recurrent deployments.

Objective 4:

- Within the next year, NSs active in Watsan will be familiar with Global and Regional Watsan Policies, and by the second year be in a position to formulate longer-term country specific Watsan Policies and strategies. Target, 6 NSs with country specific Watsan policies and strategies.
- Expanded in-country support to NSs by the Regional Watsan team will provide a more regular and reliable support service, this with the expanded team size and target time spent with each NS.
- Regular feedback from the Region to Secretariat level will support the global Watsan objectives of the movement and provide important 'field level' input to central level.

Indicators

- Increased number of beneficiaries and funding by 35% in Watsan project delivery.
- Expanded Federation Regional Watsan Team (4 members) with 30% time in the field planned.
- Well established key human resource pool with 25-30 core members, suitably trained.
- Well balanced projects, increased development projects, reduced long-term emergency interventions.
- Good maintenance of material to keep up capacity in Rapid Response, up to 30,000 beneficiaries.
- Strengthened human capacity in Rapid Response, with a core group of 25 persons as part of RDRT.
- Improved quality of proposals, report writing, assessments, evaluation and monitoring.
- Clearly defined Watsan Policy and strategies, adopted by 6-8 NSs in the Region.
- Strengthened working relationships with ICRC, Government Watsan bodies, UN and INGOs active in Watsan.

Critical assumptions

- NSs will continue to promote Watsan as a key area of their Health and Care Programmes.
- Funding will be secured, preferably on a longer term basis, particularly for developmental projects.
- Long-term, ongoing relief interventions will be "scaled-down" and where practical, exit strategies will be implemented allowing more time to be spent on longer term development initiatives.
- Major Relief interventions occurring will not unduly affect longer term initiatives.
- NSs and Federation will promote actively better use of Regional human resources.
- Political instability may impact upon some country projects delivery.
- Instability in NS Management/Governance may impact upon some country projects delivery.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following way:

- The quarterly Programme reporting will be based upon the log-frame/workplans for each quarter to monitor progress or constraints of each activities.

- Monitoring and evaluation of country Watsan Projects or Relief Operations will be tailored to the donor needs or standard Federation requirements with the Regional Watsan team providing input as required. Where funds are sourced and channeled through the Federation, there will be a formal role of the programme. Where funds are bilateral, the Regional Watsan team would offer services on request.

Evaluation of this programme will be carried out in the following way:

- The Regional Programme plans to carry out an in-house mid-term review in the third quarter of 2002. The findings of the review will be used as a basis for any change in approach/policy.
- A final evaluation with NS/Donor representation would be carried out in the third quarter of 2003.

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3. Humanitarian values: regional information / communication programme

Background and achievements/lessons to date

The Eastern Africa Region combines a well-developed network of international media contacts and a high incidence of natural disasters in the region which place the Nairobi Regional Delegation as a potential leader in the field of humanitarian response.

It is now widely recognised that timely pro-active and well planned communication activities have a very strong influence on building a positive image of the National Societies (NS) and the Federation and therefore have a direct impact in mobilizing financial and technical resources required for the implementation of operations and programs.

The history and the structure of the Information and Communication services in the RDN has fluctuated over the past few years and was too dependent on the relief operations to ensure sufficient capacity building. The scarcity of human and financial resources within Federation Delegations and NS has not allowed a proper coverage of Red Cross and Red Crescent activities jeopardizing the implementation of global strategies. A survey at the Annual Regional Partnership Meeting (Mombasa, June 2001) revealed that the area of communications, Public Relations and fundraising (incorporating information, dissemination and advocacy) is rated as a high priority by all African NSs in the region. This analysis led to develop a longer term plan for the region called “Regional 2010 Communication Strategy” to align this sector of activity to the existing RDN 10 year plans in Disaster Preparedness and Health and the coming ones in Water and Sanitation, Organizational Development and HIV/AIDS.

The new 2010 Communication Strategy, written in June 2001, sees “communication” as an umbrella for traditional information tasks such as Public Relations, Fund Raising, promotion of the Fundamental Principles and Humanitarian Values, dissemination but also for new information priorities in Capacity Building and Advocacy.

The regional program seeks not only to provide adequate media coverage across the region especially in case of disasters but also to develop capacities of NS communication department. The intention is to strengthen the capacities of the 14 NS in the East Africa region to respond themselves to the high level of humanitarian demands without any external support by latest 2010. This approach means researching issues, identifying allies and partners, building the Movement’s priorities (vulnerability, building local capacity and volunteers). It also means assisting NS to seize advocacy opportunities in their context and carry them forward in various ways such as lobbying, campaigning, educating the public, developing education and mass communications work, involving both media and Movement’s own publications.

Results of the “Learning from the nineties” evaluation of the Federation Strategic Work Plan demonstrated that advocacy has been a major missed opportunity. To increase the impact of our humanitarian work, it is not enough to operate better and more efficient operations, but to combine them with an advocacy strategy. Consequently, more targeted communication activities linked to global Federation advocacy priorities has to be integrated into programs planning in close coordination with all other regional delegates; e.g. the Federation position to reduce stigma and discrimination surrounding HIV/AIDS will be addressed and coordinated by the regional HIV/AIDS Coordinator and

communication counterparts in National Societies with the technical support of the Regional Communication delegates.

The Communication Strategy will be implemented through the development of a Regional Information Unit (RIU - to be coherent with the regional structure of Logistics and Financial Units) and through the creation of a regional network of NS information officers: this is essential if the Ouagadougou Declaration of the 5th Pan African Conference, is to be fulfilled. The commitments made by the 53 NS to improve health (through the ARCHI 2010 process), to scale up action against HIV/AIDS and prioritize food security cannot be met without strategic communication plans set in motion and guided by a regional communications unit. It is necessary to sustain and build on the progress made to date, by developing independence and self-sustainability of the NS communication departments, so that the Movement is internationally renowned - not only for assistance and development, but also as a first point of information contact - in any matter of humanitarian concern. Cooperation is needed between the NSs communication departments, NS outside the region, ICRC and the Regional Delegation, the Advocacy and Communications staff in Geneva to develop an advocacy, marketing and communication strategy that brings more cohesion to future activities.

Under the new Regional 2010 Communication strategy, two specialist delegates and one local information officer will coordinate communication capacity building at the National Societies level, giving additional support to all National Societies in the region, RDN departments, country delegations, and NS outside the region and to oversee media, events, press and emergency information coverage. They will ensure that NS capacities will reach a level where communication activities can be conducted by officers without the need of delegate support.

Goal To enable Federation and National Societies in the region to attain a greater degree of visibility and credibility among key stakeholders by promoting their activities and the Fundamental Principles through effective and professional communication strategies and advocacy initiatives.

Objectives and activities

Objective 1 To support the development of the communication capacity within each National Society in the region through technical support and training initiatives promoting understanding and application of the Fundamental Principles and Humanitarian Values.

Activities to achieve objective 1 are:

- In the spirit of the CAS process, and in cooperation with ICRC, assist NSs in the region to develop their national communication strategies.
- Organize and conduct communication & advocacy workshops to provide technical skills to selected NS's officers and/or senior management, based on the NS's Communication Capabilities Assessment undertaken in 2001 all over the region and on the results of the 2001 regional information workshop grounded in the new revised Federation "Communicators Guide" (including technical aspects such as audio visual and print media production).
- Create and incorporate generic communications training modules (based on the new revised Federations "Communicators Guide") into training workshops initiated by other departments (HIV/AIDS, DP, OD, Watsan) or at the Quarterly Team Management Meetings in order to integrate communication into all aspects/departments of the Red Cross/Crescent programs and activities.
- Promote a regional communication network among all NSs, RDN, and the Secretariat in Geneva through the maintenance of the regional website, facilitating the exchange of information and country experiences, exchange of communication personnel between NS's (as per the regional cooperation programme) and targeted missions to the selected implementing countries.

- Set up a regional Information Resource Center (database library) with printed and audiovisual material accessible to NS's, partners and media.
- Develop a more customer oriented production of materials, printed and audio-visual, gathered on mission for all African and non African NS, RDN departments, country delegations, Federation Secretariat and Donors.

Objective 2 To continue and expand strategic links with local and international media to promote and advocate for the strategic priorities of the Federation/National Societies to achieve a greater degree of cooperation and support among all key stakeholders.

Activities to achieve objective 2 are:

- Coordinate prompt and accurate media coverage of news events where the NS's and/or the Federation are involved, organise deployment of communications personnel and/or spokespersons to the field, and provide media materials, interviews, briefings, etc., as required.
- Develop and expand links with all stakeholders (local and international media, diplomatic missions, civil society, local authorities, NGOs, corporate sector, etc.) to secure coverage not only of disasters and emergency situations but also RC events/activities linked with Federation/NS campaigns and advocacy issues and share this information with counterparts in peer organisations, including program plans, reports, assessments, etc.
- Continue the collaboration, the development and the distribution of information tools, including Focus Magazine, the production of promotional materials both for NS's and RDN, and conduct regular readership surveys and impact evaluation.
- Initiate and support region wide advocacy campaigns, as an activity *per se* following Movement future guidelines and including them as an integral part of all communications activities, not only at the communication departments but through a holistic approach of all Red Cross/Crescent activities and assisting NS's in research of advocacy issues, identifying allies and seizing opportunities for mass communication work, lobbying, campaigning and public education.

Expected Results by December 2003

Objective 1:

- Six NS information departments will be stronger and equipped with national communications strategy and plan on actions, and will have trained people with sufficient skills and expertise to respond to a variety of situations, from media requests during an emergency to increased local media coverage of key RC/RC events and issues and to independently deliver communication and advocacy programs for their respective situation. This in turn will result in attracting more volunteers and members, in increasing funding for NS activities and in enhancing the RC/RC image in the communities.
- Coherence in strategic communications plans (region wide) will have greater impact on ongoing operations (NSs, Federation, ICRC). Six NSs will have started implementing their long-term communication plans within the CAS process in cooperation with the Federation, ICRC, other partners and will have included their own communication modules into local trainings and workshops for benefiting a wider range of NS management and program staff at headquarters and branch level.
- Six NS will have their own well designed and functioning website or will regularly maintained contact and exchange with the network through the Regional Information Unit in Nairobi.
- Information Resource Center will be fully functioning and NS, donors and partners will increase the use of information products and technical expertise offered by the Regional Information Unit.

Objective 2: The Regional Information Unit in Nairobi will have achieved a quantifiable increase in media coverage in the international and local media - particularly during emergencies as well as during public relations campaigns linked to RC/RC events.

- Regular distributions of information materials including the Focus Magazine, promotional materials, videos, etc. will have generated increased understanding and credibility of the Movement among key target audiences including Governments and donors and other stakeholders.
- Understanding - among the media and public - of the RC/RC position on issues relating to all forms of vulnerability and suffering will be strongly heightened. This will include change of attitudes and policies as well as “changing behaviour in the community” as set down in Strategy 2010.
- RC Fundamental Principles and RC Emblems will be better understood, contacts with ICRC and support to all regional delegates for promotion of their programs will be increased.

Indicators

- Six NS with fully-functioning information departments, communications plans and trained officers.
- 50% increase of RC activities mentioned in media with improved quality and clearer messages, increased public awareness of RC/RC role in ARCHI and HIV/AIDS, disaster preparedness, food security.
- Faster media coverage of Red Cross and Red Crescent activities during emergencies increasing the public awareness and the level of donor support.
- Increased number of locally produced videos, publications, etc. highlighting Red Cross and Red Crescent activities. Level of client satisfaction and increased number of requests for services rendered by the Regional Information Unit.
- Level of consultation of NS websites and increased level of donors and volunteers interest.
- Level of consultation of the Information Resource Center and level of use of the Resource Pool responding to demands from the region.

Critical assumptions

- NS senior management in the region values the importance of good communications policy and facilitates greater resources to their communication departments.
- NS's and donors requests for Nairobi Regional Information Unit sustain communication assistance and are materialized in greater commitment and funding.
- Programme costs for two delegate and one local information officer are met through firm NS commitments and through the set up of a RIU cost recovery system in particular for covering disaster relief work, HIV/AIDS promotion and other programme requests.

Monitoring and evaluation

Monitoring of this programme will be carried out in the following way:

- Quarterly narrative and financial reports of the information development program will be produced. Reports will also contain monitoring of progress made in information network project, through NS outputs, skill-building workshops and field visits on a regular basis and through the RC-NET. Quantitatively, the extent of increased coverage of Red Cross activities in print and electronic media will be monitored and noted in regular reports and statistics.

Evaluation of this programme will be carried out in the following way:

- A review of the programme in the first group of 6 NS will be carried out in 2003 before expanding it to other NS.

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4. Regional organizational development programme

Background and achievements/lessons to date

The Regional Organizational Development (ROD) programme serves to link, advise on and support NS capacity building. As a hub of technical expertise and the link to the Secretariat technical departments in Geneva and with other regions, the ROD programme seeks to promote knowledge sharing and learning between NSs and quality standards and accountability amongst NSs, delegations and bilaterals in the region. The programme serves to bring together support within African NS and by participating NS for NS Organizational development which underpins effective programme delivery. The integrated CAS process being implemented in five countries in 2001 will facilitate this process and will be extended to other NS, with multiple Movement partners as their strategic plans become available. The vision for the ROD programme in Eastern Africa is that by 2010, the NS's in the region will possess sufficient capacities to enable them to deliver effective services to the most vulnerable and to manage NS resources independently of in-country delegation presence and with minimal support from the Regional Delegation.

Many of the same challenges faced in 2001 prevail. An integrated approach linking relief and development occurs infrequently. This prevents many NSs from having a long term perspective in planning programs. Some NSs still don't have a balanced Governance/Management system nor a functioning statutory succession system in place, and some are averse to serious integrity issues. Many NSs are also not working as close to their communities as they should because sufficient branch structures are not in place and decentralisation is evolving very slowly. The lack of proper systems of staff and volunteer development is also a contributing factor. The majority of NSs continue to have a high dependency on outside support. Most of the NS in the region require heavy assistance in the area of financial management. Six priority countries out of the fourteen NSs have been selected based upon criteria for continuation of already started financial development activities. A relative equal distribution of support to different parts of the region has been outlined.

In early 2001, the ROD team was at full strength with the 3 Organizational development delegates recruited: one francophone, one anglophone and one Finance Development. A fourth one has been recruited for Communication support to NS but has been integrated in the Regional Information Unit for practical reasons (see Regional Communication Programme). This greatly improved the Regional Delegation's ability to provide structured and systematic support to those NSs seeking assistance in their capacity building initiatives. However, during 2001, the Regional Delegation Nairobi (RDN) strengthened the use of NS Human Resources in the region to back up the gap of ROD team and as part of the Regional cooperation programme (e.g. Seychelles President is coaching Madagascar, Uganda President is helping Tanzania, Ethiopia and Sudan Secretaries general are facilitating Djibouti revitalisation, etc.), this successful approach is now becoming an integrated aspect of the regional work for all programmes. The RDN continues to develop its Regional database of consultants to support the work of the ROD team.

Since 2000, the RDN provided stronger support, in particular the 3 ROD delegates, to the Red Cross and Red Crescent network for Eastern Africa (the RC-NET) which is carefully following the work of the 5 working groups on DP, Health, Governance and Management, Branch Development and Resources Development. During the year, much support was also given to the Twinning Programme with Kenya, Tanzania and Uganda funded and facilitated by Swedish Red Cross, the interesting results

of the evaluation and the two twinning workshops in 2001 were shared with all NS of the region and Yaounde RD. The ROD anglophone is the RDN coordinator of the RC-NET and the twinning programmes, which are developed in the Regional Cooperation section of this Appeal.

During 2001 the Seychelles and Comoros NSs designed Strategic Plans and detailed Action Plans to implement them, in conformity with the four core areas of Strategy 2010. The Djibouti Red Cross was relaunched in January 2001 and has drawn up an Activity Plan to help build up its profile at a community level during 2002. The NSs of Seychelles and Rwanda are finalising Volunteer Policies. Revised Statutes were approved in Seychelles and Comoros. Kenya and Sudan also prepared strategic plans covering up to 2002. Because of their special situations, Eritrea and Somalia have plans needing review for 2002 and beyond. Uganda has approved a Strategic Plan 2002-2006 like Ethiopia and Eritrea. Tanzania has reviewed their 1999-2001 plan and are preparing a new longer-term one.

During 2001 the NS of Rwanda, Eritrea and Ethiopia had their financial accounts computerised. Kenya, Uganda, Rwanda, Eritrea, Ethiopia and Sudan NSs embarked upon updating and reviewing their respective financial procedural manual. A Regional exchange of draft manuals was facilitated so as to create a “model” manual for the benefit of other NSs in the region.

The Federation country delegations in Madagascar and Kenya were closed in mid 2001 and ongoing capacity building support to the two NSs will be co-ordinated by the ROD team during 2002. It is expected that the country delegations in Uganda and Rwanda will be fully integrated into the NS structure by the end of 2001, Sudan and Ethiopia by the end of 2002. Djibouti will receive support from the Federation Representative based in Eritrea. It is also planned that by 2002 all country delegations in the region would be reporting to Geneva through the regional delegation in Nairobi.

With a large number of bilateral liaison offices (American, German and Norwegian) as of the end of 2001 operating in the regional delegation and (Belgian, Danish, Dutch, French and Spanish) in the sub-region, the ROD programme provides an integrated/team response to capacity building through coordination and collaboration with these partners. The ROD programme, in particular cooperates with the French Red Cross for the Indian Ocean Islands and Djibouti as a means to maximise resources and minimise overlap. Collaboration with ICRC, especially its Pretoria regional office which covers the Indian Ocean Islands, is also strong in order to make best use of ICRC financial resources and Federation technical expertise within Organizational Development, as well as Disaster Preparedness and Health. Similar cooperation with the ICRC Cooperation Delegates exist in the Nairobi Regional Delegation covering Djibouti, Kenya and Tanzania and with ICRC Country Delegations of Burundi, Rwanda, Uganda, Eritrea, Ethiopia, Sudan and Somalia. Fact sheets containing information on what has occurred, current areas of action of each NS/delegation, and expected areas of support by the Regional Delegation have been developed and are updated quarterly through team management meetings attended by all regional delegates and bilateral representatives.

At the end of 2000, the Reporting and Monitoring Unit, in the Secretariat, piloted a Self-assessment questionnaire against strategy 2010. The ROD team decided to adopt the questionnaire and extend it with additional financial, governance and management information, as a systematic collection of data from all NSs in the region. The questionnaire formed the agreement for financial development assistance from the RD to the NSs in the region. In the year 2001, all 14 NSs in the region had completed the questionnaire, the initial findings were analysed and presented by the Regional Finance Development Delegate (RFDD) at the yearly partnership meeting and an analytical regional profile of the NSs in the region was developed.

Goal The goal of the ROD programme is to build and develop NS capacities in the region, to allow them to implement sustainable programmes, that meet the needs of vulnerable people.

Objectives and activities

Objective 1 To promote and develop good governance and management within NSs of the region.

Activities to achieve objective 1 are:

Regional:

- Provide coaching to NS leadership and design individually tailored programs to develop good governance and management at HQ and branch levels, include ICRC whenever possible.
- Utilise results of ongoing self assessment of NSs Governance in region to provide additional support to NSs that need improvement in governance and management practices.
- Assist NS Governance and Management to address advocacy issues.

Burundi: depending on the evolution of the peace process and its implementation in the country, facilitate workshops to strengthen governance and management at all levels.

Comoros: co-ordinate and support NS recognition process with ICRC. Follow up to 2001 Governance training and support NS in defining role responsibilities of new management team versus those of the National Committee.

Djibouti: strengthen governance at headquarters level and facilitate the building up of governance in branches.

Eritrea: assist NS to establish branches and national governance policies and structures after the recognition of NS

Kenya: follow up on recommendations of Governance Workshop of 2001, and provide assistance to NS where necessary

Madagascar: ongoing support to the new Secretary General in carrying out his management functions. Coaching of governance representatives from RDN and from the Seychelles President to ensure a clear understanding of the role division between governance and management.

Mauritius: facilitate governance and management training, if requested or through the coaching of the Seychelles President.

Seychelles: ongoing support and exposure to new Vice-President to assume her responsibilities.

Somalia: assist NS to review and reorganise existing governance policies and structures

Sudan: support NS to review and update existing governance/management policies and structures, in particular the implementation of the Reform programme.

Tanzania: assist NS to review and update existing governance policies and practices and adjust the management structure.

Uganda: assist NS to continue to adjust existing governance/management policies and structures

Objective 2 To foster the development of strong NS branches as the key to NS ability to respond to the needs of the most vulnerable

Activities to achieve objective 2 are:

Regional

- Provide coaching/training to NS branch leaders.
- Facilitate dialogue and stimulate knowledge sharing by those NSs whose processes are more advanced: such as Burundi, Comoros, Kenya, Ethiopia, Eritrea and Tanzania.
- Continue to serve as a regional focal point for the existing Twinning Network.
- Facilitate functioning of the RC-NET working group on Strategic Branch Development.
- Promote networking, regional exchange programs, cross-border cooperation to optimise regional resources, including ICRC.

Djibouti: provide technical assistance to revitalise branches (and headquarters role as a coordinator of branches), via the Regional Exchange Programme, wherever possible.

Eritrea: provide support towards setting up the last 2 branch structures after statutory recognition of full NS status and strengthening the 4 existing branches.

Madagascar: provide technical assistance to implementation of community based programs in a maximum of two branches

Rwanda: continue and facilitate regional exchange program between Eritrea and Rwanda NS, by which a branch secretary from Eritrea in cooperation with a branch coordinator from Rwanda tests, adapts and implements the planning, the implementation and the reporting system developed by Eritrea for wider use in Rwanda as to strengthen the capacity on branch level.

Somalia: continue support to reorganisation of 11 existing branch structures and the development of 9 new branches.

Tanzania: provide support to reviewing and reorganisation of branch structures, especially in the area of volunteer recruitment and management.

Objective 3 To strengthen the human resource capacities of NS staff and volunteers

Activities to achieve objective 3 are:

Regional: For all technical assistance offered from outside the region, attempts will be made to use these interventions to pair appropriate NS staff/volunteers with the consultants/advisors as opportunities for training and development of local capacities to bridge the skills gap.

- To ensure a common approach to OD, one Regional meeting of NS OD facilitators and OD delegates and ICRC cooperation delegates, will be held in the first half of 2002.
- Support will be given to NSs in designing Volunteer Policies and implementation guidelines as part of the Secretariat's Volunteer 2005 plan and to advocate at the country level with partners.

Djibouti: facilitate exchanges with Ethiopia, Somalia and Sudan to assist in the recruitment of new members and the implementation of programs.

Eritrea: support setting up of branches volunteer, management and governance structures, and advice on designing and implementation of a Volunteer Policy following the expected recognition of NS.

Rwanda: advice on the drawing up of guidelines and the setting up of systems to implement Volunteer Policy in cooperation with the Federation representative.

Seychelles: advice on the drawing up of guidelines and the setting up of systems to implement Volunteer Policy.

Somalia: continue assistance on volunteer recruitment and management through the membership campaign, and reorganisation of branch structures and activities.

Tanzania: assist in designing and implementation of a Volunteer Policy, and in reorganising volunteer and branch systems existing in ongoing relief programme areas.

Objective 4 To strengthen NS performance by contributing to the development of medium and longer term NS plans based on the four core areas of Strategy 2010, and the plan of action outlined in the Ouagadougou Declaration. All plans will be based on each NS's capacities and will include long term financial strategic priorities.

Activities to achieve objective 4 are:

Region:

- Review all long term planning in the NS of the region, based on results achieved in 2001 and facilitate the design and monitoring of Strategic Plans in conformity with Strategy 2010.
- Ensure Federation support responds to NS defined priorities to facilitate their long term sustainable development and facilitate integration of ICRC support.

Comoros: support to implementation of NS Strategic Plan and the design of monitoring tools.

Djibouti: technical support to implementation of Action Plan and design of progress reports.

Eritrea: support to implementation of NS strategic plan and plans of action.

Kenya: support to implementation of NS strategic plan and plans of action.

Madagascar: facilitate design of a Strategic/Action Plan.

Seychelles: support to implementation of NS Strategic Plan and the design of monitoring tools.

Somalia: support to preparation and implementation of NS strategic plan and plans of action for 2002-4.

Sudan: support to implementation of NS strategic plan and plans of action.

Tanzania: support to preparation and implementation of NS strategic plan and plans of action for 2002-4.

Objective 5 To improve the foundations of NS through aiding them to review and revise their Statutes and conduct regular Statutory Meetings to meet ongoing change in their countries and within their Societies.

Activities to achieve objective 5 are:

Region:

- Encourage National Societies to review Statutes regularly and provide technical advice as requested in co-ordination with ICRC.
- Maintain record of NS statutory meetings held in conformity with Constitutions.

Burundi: support to the organisation of local assemblies in preparation for the first NS General Assembly in over 30 years.

Comoros: ongoing advice on NS Statutes to facilitate recognition process.

Djibouti: encouragement of and assistance to NS to review Statutes.

Eritrea: support to NS to set up systems for establishing statutes and organising regular statutory meetings at branch and national levels.

Madagascar: technical support in revision of Statutes.

Mauritius: encourage NS to review Statutes and provide technical advice.

Somalia: support to NS to update statutes and to re-establish functioning statutory structures.

Tanzania: encouragement of NS to organise regular statutory meetings at branch and national levels.

Objective 6 To assist NSs to develop systems and structures with improved financial management and reporting skills and to identify national and regional core income generating possibilities

Activities to achieve objective 6 are:

Region:

- Increase NS's self reliance in the financial area, strengthen the human resources and professionalism and increase the capacity of each NS to eliminate the necessity for continual recruitment of delegates.
- Limit the Federation support, in the long term, to exceptional situations such as major disasters.
- Encourage and promote regional exchange programs so as to optimise the use of available expertise and experiences by transfer of skills.
- Support to NSs who need continuation of financial development activities initiated by in-country delegate when not replaced at the end of their mission.
- Update the Regional Self-assessment questionnaire for governance and financial management and design a data base for analysing the results.
- Provide technical advice to the RC-NET Sub committee for Domestic resource mobilization by the RFDD.

Ethiopia: Continue regular missions to support installation of computerised financial system, to further develop the system, to update financial procedural manual, to revise job descriptions in the finance department, to facilitate regional exchange visits and general financial capacity building.

Eritrea: Continue regular visits to upgrade the computerisation of accounts, the financial procedural manual, to revise job descriptions, to facilitate regional exchange program and general financial capacity building.

Kenya: Support to assess, draw up proposal and implement computerisation of accounts via exchange of experiences from Uganda Red Cross. Support to development of Organizational structure in finance department, revision of Job Descriptions, and financial procedural manual.

Rwanda: Support to fully implement the financial software program, update financial procedural manual, revise job descriptions in the finance department, assist in developing better reporting capacities

and resource mobilization at branch level, follow-up audit comments from previous years, advise on Terms of Reference for consultancies, facilitate regional exchange programs and general financial capacity building.

Seychelles: Evaluate the possibility of Seychelles to coach and lead the development of financial system to the Indian Island NS's, once they have employed a Financial manager.

Sudan: Assist NS to strengthen its financial capacities on a quarterly basis by co-ordinating and coaching the NS local consultant as well as in-country finance development delegate (FDD) as from early 2002.

Tanzania: Support the in-country FDD who will assist TRCS to take all responsibilities for the refugee relief operation at the end of 2002. Help to develop the NS computerisation of accounts and review financial procedures.

Uganda: Support to upgrade computerisation of accounts, update financial procedural manual, revise job descriptions in the finance department, resource mobilization, facilitate regional exchange programs and general financial capacity building.

Other countries: The remaining NSs will be supported when both technical and financial capacities will be identified, probably later in 2003.

Expected Results by December 2003

- NS will have developed programs with change indicators for management and governance. The success of technical assistance offered by the RDN will be measured by client satisfaction with activities undertaken and frequency with which services are requested.
- Strategic branch development programs will be designed in all priority NS, knowledge and experiences from the twinning system will be shared in the region.
- A human resources database will be developed and used. The quality of regional exchanges will be evaluated by participants and receiving NSs.
- NSs will have designed and started to implement long term development plans reflecting Strategy 2010 and the Ouagadougou Declaration. Mid-term evaluation procedures will be outlined.
- NSs will have updated Statutes and held General Assemblies within the next 2 years as recorded by the RDN system in place.
- NS's will have increased self reliance in the financial area, strengthened professional human resources and increased capacity.

Indicators

- Ten NS have developed programs with change indicators for management and governance. Three more NS have received training or induction on good governance. Two NS receive regular support, based on a workplace, for implementing good governance/management structures. Seven NSs have reviewed and updated their respective Financial Procedural Manual and a model manual is created and made available for other NS's in the region.
- Six NS have a strategic branch development programme; knowledge and experiences from the twinning system are shared through exchange visits between four NSs.
- Four regional exchanges have taken place. At least four NSs have designed Volunteer Policies and guidelines to implement them.
- Four NSs have long term development plans in line with Strategy 2010. Six others are reviewed and progress indicators are developed. Two NS are outlining mid-term evaluation plans.

- Ten NSs have updated Statutes and held General Assemblies over the period. Three countries receive specific support in achieving this. The regional record of NS statutory texts in place and consulted.
- All 14 NSs in the region have updated the data of the self-assessment questionnaire and a profile of each NSs developed. 6 NSs have fully computerised accounts by 2002. Selected NS have participated in the annual international fund-raising group conference.

Critical assumptions

- Organizational development is ongoing in all learning organisations. NS will continue to require coaching, guidance, support and monitoring to keep pace with developments in their own civil society environments as well as the Federation change process.
- NSs have the will to undertake critical assessments of themselves and to make and carry out difficult decisions regarding governance/management, integrity, statutes/statutory meetings and branch development.
- NSs are able to contribute towards the technical assistance provided by RDN, either through their own or donated funds.
- The RDN has sufficient financial resources and support to respond to requests for assistance from NS, to provide delegates or consultants with the appropriate linguistic skills and to allow the smooth functioning of programs and assistance to NSs/delegations.
- The situation in the Great Lakes, in particular, does not overshadow ongoing NS Organizational development processes through conflict-imposed threats and needs.
- Support to NS programming will contribute towards Organizational strengthening rather than incapacitation or dependency. Donors will tailor their support to the NSs and the RDN with a sufficiently long term perspective to allow this to happen.
- NSs in the region will continue to see regional cooperation as a valuable means for development and self-sufficiency and will contribute and/or raise funds to ensure that the mechanism will continue.
- Participating NS Bilateral programme will not act independently and jeopardise the co-ordination efforts of the Regional Delegation within the scope of Strategy 2010 and according to Ouagadougou Declaration.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following way:

- The monitoring of progress will be documented in quarterly reports produced by the ROD team. The head of regional delegation and deputy (HORD/DHORD) will keep regular and open dialogue with all NS leaders and RC-NET members.

Evaluation of this programme will be carried out in the following way:

- An annual evaluation will be conducted by NSs and Country Delegations of the quality of support provided by the ROD programme

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5. Regional cooperation

Background and Achievements/lessons to date

Cooperation in the region takes several forms. As part of the OD programme, a regional steering committee of NS representatives for liaising with RDN and members of region on NS development (the Red Cross and Red Crescent Network for Eastern Africa or the RC-NET) was formed in 1998, although it only really became active in 1999. The network offers an alternative to the development assistance of the past, which was often donor-driven and not always tailored to NS needs. The network, has slowly begun to take off and become a more central force for the provision of NS development assistance. Its working groups rely heavily on NS needs assessment, ownership, exchange, and collaboration - which are all supported by the RDN through its management and technical delegates.

A number of initiatives were carried out, through the RC-NET, during the year 2001, including a Twinning Workshop and a Health Task Force Meeting. The Twinning Workshop brought 4 NSs from the Eastern African countries and the Swedish, Danish and Nepalese NSs together for a regional workshop on “Twinning as a Tool for NS Branch Capacity Building” in February, 2001. Regional work plans were developed, and several recommendations were made. The Health Task Force meeting discussed scaling up of ARCHI 2010 and in particular the design of country HIV/AIDS Action Plans.

The NET’s three working groups (Governance and Management, Strategic Branch Development and Resource Development) finalised their terms of reference for the coming two years and have requested RD support to implement their initiatives. It is expected that the RC-NET, through its sub-regional focal points, will take significantly more initiatives in 2002.

The “Annual Partnership Meeting” emphasises the sharing of information and viewpoints on topics of current and ongoing concern and provides a networking forum for NS from within and outside the region, (as opposed to its previous emphasis on planning for annual appeals). In planning for future meetings, the RDN will continue to take the lead on building partnerships to ensure effective cooperation and cohesiveness in capacity building of National Societies and to meet the needs of diverse constituents.

The large number of bilateral liaison offices (American, Norwegian, German) in Nairobi and the sub-region (Spanish, Danish, Belgian, French, and the Netherlands), has created a unique opportunity for the RDN to promote an integrated approach in co-ordinating activities in the region and to collaborate with all these partners. These efforts will result in the production of new Cooperation Agreement Strategies in Ethiopia, Kenya, Rwanda, Sudan and Uganda by the end of 2002. All bilateral offices, other NS outside the region and ICRC met in the Partnership meeting to discuss and agree roles and responsibilities under this new framework. So far, the result is positive but it requires much preparation and good will to compromise all agendas and interests.

As part of all technical programmes (Health and HIV/AIDS, OD, Watsan, DP/Response, and Information and Communication), RDN has developed a regional database of consultants, NS staff and volunteers, and delegates from other delegations to be used for regional cooperation and peer to peer exchanges between NSB. RDN also serves as a centre for recruitment of delegates from within the region.

Goal To maximise the impact of and output from relationships among NS, the Federation Secretariat, and the ICRC in empowering NS to effectively manage and deliver services and programmes in a sustainable way.

Objectives and Activities

Objective 1 To encourage new and enhanced partnerships among NSs leading to effective and successful collaboration promoting active peer networking of ideas and solutions on sub-regional level
Activities to achieve objective 1 are:

- Provide direct administrative and technical support to the RC-NET Chairman/members and working groups in governance/management, strategic branch development, twinning, domestic resource mobilization, health and disaster management (in cooperation with regional technical Delegates - DP, OD, FDD). Support the RC-NET task force and its technical sub groups, each of which has its plan of action, (as outlined above) to plan and implement programs and activities towards meeting the objectives of regional cooperation. Support resource mobilization for the RC-NET. Provide information on RC-NET to and from interested NSs and other organisations.
- Organise Annual Partnership Meetings (for NS, ICRC) currently attended by NS governors and managers primarily for networking and information exchange, but to be developed into a strong forum for endorsement of policies and the strategic directions of the RDN and the region.
- Co-ordinate technical support (DP, branch development) to the Indian Ocean Islands through French Red Cross/Federation cooperation based on Memorandum of Understanding signed in 2000.

Objective 2 To play a co-ordinating role between all members of the Movement (ICRC, NSs) for institutional strengthening and capacity building.

Activities to achieve objective 2 are:

- Serve as regional focal point for Swedish initiated Twinning Network which seeks to put renewed emphasis on branch development via twinning in Ethiopia, Uganda, Kenya through research on best practices, development of policy to ensure branch development, and encouragement of other NSs involved in twinning to join the network for exchange of experience.
- Facilitate cooperation between NSs by encouraging exchange visits, promote active peer networking of ideas and solutions and inter regional transfer of skills. Promote the pairing of appropriate NS staff/volunteers with all technical advisors and consultants brought to region, as opportunities for training and development in order to bridge local skills gap.
- Influence ICRC and bilateral partners working in Nairobi and the region in their programme planning and support decisions through monthly meetings with PNS representatives and information sharing through electronic mail, to ensure coordinated use of resources.

Objective 3 To develop the regional programme of Knowledge Information Sharing System (KISS).

Activities to achieve objective 3 are:

- Launch the feasibility study of the Regional programme of Information Knowledge Sharing System (KISS) for East Africa based on the evaluation undertaken in 2000 and prepare a detailed plan of action with timeframe and budget.

Objective 4 To promote the training and deployment of delegates from within the region for use there and throughout the world.

Activities to achieve objective 4 are:

- Manage the global delegate recruitment programme including support to National Societies and country delegations wishing to put forth candidates, identification of prospective future delegates and BTC training opportunities, matching of available BTC trained personnel with global needs, and processing of applications in collaboration with Geneva Secretariat.

Expected Results by December 2003

Objective 1:

- RC-NET steering committee will meet at least twice per year to provide input to annual partnership meeting, development of working groups and intra-regional exchanges. RC-NET working groups will be functional and implementing activities.
- Annual Partnership Meeting will continue to develop into a forum for endorsement of policies, strategic directions of RDN and the region.
- NSs in sub-region will begin to demonstrate improved disaster response capacity through support provided by RDN/French Red Cross/Indian Ocean Islands cooperation.

Objective 2:

- Lessons learned from research on best practices and development of twinning/branch development policy through Swedish-initiated Twinning Network will be applied.
- Bridging of local skills gaps will continue.
- Support to NS development and relief will improve as bilateral partners and ICRC working in Nairobi and the region and RDN continue to work closely to share information and resources.
- The CAS process is fully understood and acted upon by all partners.

Objective 3:

- The results of the feasibility study of the Regional programme of Knowledge Information Sharing System (KISS) will be analysed and action taken.

Objective 4:

- National Society/Country delegation requests for support will be responded to; prospective delegates from the region will be matched with global needs and deployed.

Indicators

Objective 1:

- Two meetings of each of the RC-NET working groups are held. Indicators for measuring the success of regional cooperation (RC-NET and functional working groups) are part of the mandate of the RC-NET. NSs will contribute to RC-NET budget/costs.
- Content of annual partnership meetings reflects increased input by NSs into future direction of Federation regional presence.
- RDN provides technical guidance on disaster response and branch development to Indian Ocean Islands/French Red Cross cooperation which is incorporated into NS and sub-regional plans.

Objective 2:

- Swedish Twinning Network research results are built upon.
- Number of NS personnel in region called upon for assistance to NSs within and outside of region increases.
- RDN and NSs meet and consult regularly; technical and financial support to RDN to carry out its co-ordinating function is forthcoming.

Objective 3:

- The feasibility study of the Regional programme of Knowledge Information Sharing System (KISS) is acted upon.

Objective 4:

- Number of requests responded to; number of delegates put forth and percentage successfully deployed.

Critical assumptions

- All NSs view the Federation as the architect of cooperation and collaborate willingly and openly.
- NSs will continue to see regional cooperation as a valuable means for development and self-sufficiency and will contribute and/or raise funds to ensure that the RC-NET mechanism and other means of intra-regional cooperation will continue. Per NS consensus, mandatory NS contributions to RC-NET will be paid every year.
- NS will support and be pro-active in specific workshops, activities, consultancies, exchanges.
- Swedish Red Cross will continue to contribute for Twinning Network support/coordination.
- ICRC will increase its contribution to workshops and meetings as applicable.
- The Regional programme of Knowledge Information Sharing System (KISS) for Eastern Africa will attract sufficient funding.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following way:

- The RC-NET is producing regular letter to its members
- The measurement of the impact of regional exchange missions will be built in to the terms of reference for each mission and subsequent follow-up activities.
- Satisfaction by NSs with regional collaboration and co-ordination by RDN to be assessed informally at meetings and through contacts.

Evaluation of this programme will be carried out in the following way:

- RC-NET will evaluate itself in 2002.
- The Annual Partnership Meetings are evaluated, the results of which are used to plan subsequent meetings.
- The impact of technical assistance to the Indian Ocean Island DP/branch development network will be evaluated within the framework of that project.
- The impact of support to the Swedish Twinning Network will be evaluated within the framework of that initiative.

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6. Coordination and management

The Nairobi Regional Delegation supports 14 National Societies in East Africa (Kenya, Tanzania, Uganda), the Horn of Africa, (Djibouti, Eritrea, Ethiopia, Somalia, Sudan), the Great Lakes Region (Burundi, Rwanda) and the Indian Ocean Islands (Comoros, Madagascar, Mauritius, Seychelles). While Democratic Republic of Congo belongs to Yaounde Regional Delegation, it has been agreed that if operational needs would require it, Nairobi Regional Delegation will coordinate any relief assistance to the country. As part of its ongoing contingency planning in the Great Lakes region, DR Congo remains a country of focus for the RDN.

Background and Progress to date

The priorities for the Regional delegation are to provide the most cost-effective technical assistance to NS based on needs identified by the NS themselves; to operate at a regional level where there is added technical value; to promote development of NS through alternative methods to the country delegations of the past such as the Red Cross and Red Crescent Network for Eastern African (the RC-NET), stronger co-ordination of participating NS inputs, by offering unique opportunities and exchanges for building of local expertise; and to represent the International Federation as a whole in the region.

Building on the recommendations of the 1999 Africa Review, which severely criticised the lack of success in capacity building of NS and as part of its effort to provide the most cost-effective technical assistance possible, the RDN is spearheading the integration of country delegations into National Societies structure. With the decision to have country delegations report to RDN, reporting and accountability between Regional Delegation Nairobi and country delegations has become more clear and has allowed RDN to take a more proactive and streamlined approach to management of Federation support to NS. In 2002, RDN will consolidate its support to the integration of the country offices throughout the region (Burundi, Eritrea, Ethiopia, Rwanda, Somalia, Sudan, Uganda), oversee the Tanzania Refugee Relief Operation hand over and its branch development, and continue to provide support to NS with no Federation presence (Comoros, Djibouti, Kenya, Madagascar, Mauritius and Seychelles).

The RDN's strategy is to match resources with priorities as much as possible. With the increased coherence that its new role allows in approaching NS in the region, the delegation is better able to negotiate with NS what is needed and how to provide that support. This has met with success in 2001, although for countries that do not have partners, or in cases where partners have strong interests and are not flexible in their approach, the success has been mitigated. Selection of priority countries for assistance is based on need, but also on NS willingness and ability to manage the assistance being offered.

The delegation's philosophy relies on integrity, transparency, and communication in its relations with all NS, ICRC, among its delegations, and with its staff. This means that it dialogues honestly with regard to NS who do not meet organizational standards - both NS and PNS; conducts its activities in a transparent manner with clearly defined and followed criteria; and strives to communicate actively and regularly with partners for maximum understanding and cooperation. The delegation's philosophy also strives to promote NS ownership to address issues of concern, either through direct ownership, through the RC-NET, or through appealing to the NS as members of an international Federation.

The co-ordination and management function of the delegation has become even more important than in the past. More country delegates are reporting to the RDN. More NS are looking to the Federation for leadership in coordinating new initiatives like Cooperation Agreement Strategies. The RDN is increasingly developing close relationships with PNS and the ICRC through which the latter are encouraged to develop longer-term cooperation strategies and through which their current cooperation strategies are challenged. This is a step in the right direction. However, it also requires resources in the form of time, personnel, and money. If NS appreciate the co-ordination role exerted by RDN, then there must be a monetary value associated which members are willing to pay at the regional level.

In 2001, the RDN consolidated its organizational structure by reducing numbers of expatriate staff, and hiring Kenyan nationals to fill positions formerly occupied by delegates (relief, telecom, reporting, and finance). The strategy is to ensure longer term staff continuity which will reduce RDN costs and build on Kenyan (or regional) national capacities

Goal To develop effective services and links to NS as the Regional Serving Leader and as an extension of Secretariat Strategy and policies by providing innovative ways of advising, facilitating, coordinating, representing and advocating for Red Cross issues in the region and to the NS. To lead in promoting and implementing Federation-wide strategies and policies and to strengthen partnerships and services to NS by providing innovative ways of advising, facilitating, co-ordinating, representing, and advocating for Red Cross issues in the region and to NS.

Objectives and Activities

Objective 1 Provide cost-effective financial management support services for the Federation presence covered by Nairobi and Harare Regional Delegations through the Regional Finance Unit (RFU).

Activities to achieve objective 1 are:

- The Regional Finance Unit (RFU) will operate within the 2 regions covered by Nairobi and Harare Regional Delegations. It will cover the countries reporting through the 2 RD as well as the 2 regional offices themselves. For Nairobi it means 8 country delegations Burundi, Eritrea, Ethiopia, Rwanda, Somalia, Sudan, Tanzania, Uganda, and for Harare it is Angola, Malawi, Mozambique, Namibia and Zambia. It will process monthly financial accounts formerly processed by Operations Accounting Service in Geneva, review all monthly financial reports and budgets from delegations, advise on budget monitoring tools, provide technical assistance on use and maintenance of Federation Financial Systems on financial reporting, brief/debrief Finance Administration delegates in countries supported by RFU, provide training to delegates and finance staff to develop higher base skills in financial management and systems. As the nature of Federation presence changes and develops in these countries, RFU will develop its services and terms of reference accordingly, to support the sound financial management of all Federation offices and monitor compliance with Federation financial regulations and procedures in a changing environment.

Objective 2 Provide cost-effective general management support services for the Federation/NS covered by Nairobi Regional Delegation through the Visitors and Reporting Services, the Administration and the Human Resources Departments

Activities to achieve objective 2 are:

- Visitors service will continue to develop and streamline the services from the “Galileo” automated on-line flight booking system in place since 2001 in order to provide quicker and cheaper flight ticketing, continue to improve the welcome service at the airport, obtain visas.

- Reporting Service, created in 2001, will initiate appropriate reporting to donors and to the Secretariat (bi-weekly updates, quarterly and annual reports, specific donors and meetings reports), support programme delegates in improving their report writing by underlining results and impact, maintain the database and the reference Centre on NS.
- General Administration will provide reception and welcome to visitors, assist in implementing a standard filing system all over the region, develop with the reporting and information officers a system to access updated information on NS and activities in the region, provide administrative support to the HORD and other delegates, manage resources within its purview.
- Human Resources Service will be developed to ensure proper planning, recruitment, management, career planning, training, evaluation of local staff and consultants, ensure adequacy of rules and monitoring standards for staff including those employed by bilateral, implement the delegation-contracted staff and regionally-deployed staff guidelines, develop specific database to facilitate HR management, contribute to the Performance and Objectives Review.

Objective 3 Ensure a coherent and integrated approach by all Regional delegates of the implementation of regional programmes within Strategy 2010 framework and provide support to NS to implement their national programmes in the four core areas of strategy 2010 and within African priorities of: Health and HIV/AIDS, Food Security, and volunteerism.

Activities to achieve objective 3 are:

- Conduct regular quarterly team management meetings with all Regional delegates, Heads of Delegations and PNS bilateral delegates for planning and integration of resources.
- Ensure that all technical delegates will work together for co-ordinating the launch of appeals, assessment and evaluation missions, budgets and reports and contribute to developing an agreed integrated strategy of support to all NS in the region.
- Regular meetings and visits to NS to co-ordinate the implementation of global, regional, bilateral programmes especially in the four core areas of strategy 2010 and in the priority themes of Africa: Health and HIV/AIDS, Food Security; Volunteerism, and liaise with Geneva for knowledge sharing; keep RC-NET well posted.

Objective 4 Oversee the integration of Federation support into all national societies of the region

Activities to achieve objective 4 are:

- Advise, facilitate and co-ordinate the integration of Federation delegations of Rwanda, Sudan, Uganda and Ethiopia; guide and support new Federation Representatives in their liaison and coaching role in addition to the Representatives of Eritrea and Somalia; assist them on a regular basis to review activities and to facilitate and monitor the development and implementation of Cooperation Agreement Strategies (CAS).
- Monitor and support the hand over of Tanzania Refugee relief Operation to Tanzania Red Cross; as well as the relief programme in Burundi and guide them towards longer-term capacity building strategies.
- Continue to closely support the change process in Djibouti and Comoros and encourage regional exchanges; assist Mauritius and Seychelles to review their long term development;

Objective 5 Represent the Federation in the region and be a strong advocate on issues identified by the Ouagadougou Conference; strengthen relations with ICRC; develop links with the members of Federation Statutory bodies and contribute to the decentralisation process between Geneva and the field; increase partnership with corporations, governmental (United Nations and African Union) and non-governmental organisations.

Activities to achieve objective 5 are:

- Represent the Federation in the region in all appropriate fora and advocate for priority issues on health, HIV-AIDS, Food Security, Capacity Building, Branch Development and Volunteers towards all partners, distribute relevant documentation and provide information on the Federation and Regional Web sites.
- Strengthen relations with ICRC through regular meetings, discussion on common issues, adoption on common positions on advocacy issues, increase technical cooperation in logistics, organise joint meetings for national societies and the diplomatic corps in Nairobi on areas of interest (promotion of humanitarian law, etc.)
- Develop closer links with the members of Federation statutory bodies in the region and brief them on Regional issues before meeting in Geneva, organise their participation in Annual Partnership meeting to provide feedback to national society leaders and to encourage regular and direct dialogue between African national societies and the Governing board. Contribute to the decentralisation process by linking the Secretariat of the field and vice-versa by providing feedback and by proposing innovative ways of implementing the process.
- Increase partnership with corporations, governmental and non-governmental organisations, create occasions to present the Federation and its programmes in the region, encourage sponsorship and direct contacts with the national societies of the region, develop regular contacts with African Union through the Country Delegation in Ethiopia and associate them in Federation activities and meetings.

Objective 6 Ensure implementation of General Assembly recommendations on Integrity issues, transparency in Red Cross activities, good and effective communication between governance and management, advocacy.

Activities to achieve objective 6 are:

- Provide regular coaching, dialogue with national society and PNS bilaterals in the region, and monitoring of progress on implementation of General Assembly recommendations on integrity issues, transparency in Red Cross activities, good communication between governance and management.

Expected Results by December 2003

Objective 1:

- All Federation offices served by Nairobi and Harare Regional Delegations will be reporting to RFU Nairobi for all accounting and budgeting activities under the new financial system. Increased level of financial control in the region to better enable decentralisation to occur. Improved assistance to delegations due to easier, quicker and cheaper access of RFU staff to delegations through visits if necessary. Reduced costs incurred by Federation Secretariat vs. providing same service from Geneva. Facilitation of the process of integrating delegations into national society structures.

Objective 2:

- Increased customers satisfaction with extended and cost-effective Visitors Service.
- Improved timely reporting with better analysis of context, programmes, results and impacts to the Secretariat and to donors. Delegates are trained to produce better quality of programme reports.
- Effective general administration which facilitates the work of management with fluid access and a flow of information on national societies, and which contribute to warm working atmosphere and facilitating the reception and welcome of visitors.
- Effective and efficient provision of trained staff/delegates inside and outside the region through flexible and professional human resources services.

Objective 3:

- Regional programmes will have a coherent and integrated approach in line with Strategy 2010, special attention will be provided to the implementation at the country level. Delegates will work automatically together to co-ordinate appeals, assessment missions and reports.
- Regular quarterly and ad hoc meetings will be held to address the co-ordination, the monitoring and the evaluation of the implementation of Strategy 2010 and the priority themes of Africa, with the close cooperation of the RC-NET.
- As a result of better co-ordination and programme planning, etc., partners will be supporting the priorities defined in the respective national society strategic plans.

Objective 4:

- All Country Delegations of the region will have been integrated into national society structure with representatives for Eritrea/Djibouti, Somalia, Rwanda/Uganda, Sudan, and Ethiopia. All countries will have a CAS.
- Burundi and Tanzania will be well advanced in the process of transition to hand over responsibilities to respective national societies. Djibouti and Comoros will have gone through their change process and Seychelles and Mauritius will have a long-term plan.

Objective 5:

- The International Federation will be well known and recognised for its added value on all key Red Cross priorities and advocacy issues in all regional fora with partners, relevant documentation will be distributed regularly and accessible on the Web site.
- Good, regular and effective relationship and collaboration with ICRC achieving concrete joint actions and coherence of the Movement.
- Good, effective and constructive relationship between Secretariat and Delegations, feedback from the field in taking into account to influence policies and guidelines.
- More regular contacts with traditional partners, new contacts developed, agreed partnerships and sponsorships contracts with funding, increased level of local fund-raising, stronger relationship with AU well co-ordinated with Ethiopia Representative.

Objective 6: Implementation of General Assembly recommendations in national societies with good feedback to Geneva.

Indicators

- All Federation offices of Eastern and Southern Africa, fully and effectively reporting to RFU, all services well in place, customers satisfaction, small percentage of mistakes (level to be agreed in advance), 100% control and accountability, service costs reduced in comparison of 2000, 100% of finance delegates briefed/debriefing in Nairobi and satisfied with the service.
- Self-sustainable visitors service, increase of activities, customer satisfaction. Timely accurate reports, customer satisfied with the quality, national society database finalised, accurate and regularly updated, direct reports to donors. Increased number of locally recruited staff and delegates, reduce time of recruitment and improved mechanisms/procedures to propose good quality of candidates, HR database in place, rules and standards respected. Reduced costs of general administration with better and quicker services, 100% customer satisfaction with reception and welcome.
- All regional programmes are coherent with the Strategy 2010 and well co-ordinated to each other. At least 3 team Management meeting held in 2002 and 2003, 4 bilateral liaison office meetings, 1 annual partnership meeting, ad hoc meetings with national societies, 3 RC-NET meetings.
- 6 country delegations integrated in national society structures, CAS in place. 2 Country Delegations well advanced in the process of integration

- Increased number of partners knowing better the Federation by 25%, 3 issues advocated in the region, documentation available on the Web site, increased level of joint activities with ICRC, monthly meeting with ICRC counterparts, new partners and regular contacts with them. Weekly contacts with Geneva, better coordination and understanding of issues and programmes resulting in smooth and cordial relations, RD feedback to Geneva taken into account for improving policies and guidelines.
- Appropriate level of general assembly recommendations implemented by national societies (% to be agreed with each national society).

Critical assumptions

- Sufficient number of competent delegates and staff in place from the beginning of 2002.
- Increased and timely funding base from the donors and core costs supported at least equal to the total 2001 allocation. Fully self-sustainable RLU. Increased support from bilateral liaison offices based in Nairobi and in the region.
- national society continue to accept and recognise the Regional delegation co-ordination and management as a valuable means for national society sustainable development and self-sufficiency.
- Stabilise restructuring in Geneva allowing more direct support to the field; central management truly supports and assist the decentralisation process and the Regional delegation.
- Increased services at the RD level match by reduction of services formally provided by Geneva Secretariat allowing transfer of some resources to the field.
- External factors such as major conflict crisis and large natural disasters will not jeopardise the regional organisation and decentralisation too early in 2001.
- Office move in Nairobi is completed successfully with no major difficulty to adjust.

Monitoring and evaluation

Monitoring of this programme will be carried out in the following way:

- Monitoring will be done through Weekly management meetings, Biweekly updates, Quarterly Team management meetings with all regional delegates, HODs and bilateral officers, and annual partnership meeting. Quality of quarterly reports will be improved and distribution expanded to national societies/CD/Donors. Feedback on quality of services provided by RD will be requested to all national societies/CD/Donors/Secretariat/partners.

Evaluation of this programme will be carried out in the following way:

- Decentralisation process to Regional Delegation will be evaluated by external team. Each regional programme will be evaluated individually with detailed analysis of its cost effectiveness vis-à-vis objectives and activities implemented versus impact and results expected. An internal audit will be organised during 2001. Appropriate evaluation will be done on the implementation of Strategy 2010 and General Assembly recommendations at the Regional level under guidelines from Geneva.

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PROGRAMME BUDGETS - 2002								
Nairobi Regional Delegation								
PROGRAMME	Disaster Resp	Disaster Prep	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	80'000	0	0	0	0	0	80'000
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	35'000	0	0	0	0	35'000
Medical & 1st Aid	0	0	35'000	0	0	0	0	35'000
Teaching Materials	0	0	0	0	0	0	0	0
Utensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
Subtotal Supplies	0	80'000	70'000	0	0	0	0	150'000
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	10'000	5'000	5'000	0	0	0	12'700	32'700
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	700	0	2'000	0	0	0	3'000	5'700
Subtotal Capital	10'700	5'000	7'000	0	0	0	15'700	38'400
Programme Management	33'730	29'351	66'794	31'457	41'729	18'077	82'321	303'460
Technical Services	10'097	8'786	19'994	9'417	12'491	5'411	24'643	90'840
Professional Services	11'198	9'744	22'174	10'443	13'853	6'001	27'329	100'741
Subtotal Programme Support	55'025	47'881	108'962	51'317	68'073	29'490	134'293	495'040
Warehousing/Inspection	55'500	9'800	13'700	800	4'000	0	3'600	87'400
Transport & Vehicles	33'800	13'800	43'400	27'600	41'400	7'500	55'900	223'400
Subtotal Transport & Storage	89'300	23'600	57'100	28'400	45'400	7'500	59'500	310'800
Delegates & Expatriates	101'000	105'000	305'800	202'000	303'000	28'100	450'000	1'494'900
National Societies and Local Staff	164'200	39'500	105'400	46'600	18'000	21'000	303'000	697'700
Subtotal Personnel	265'200	144'500	411'200	248'600	321'000	49'100	753'000	2'192'600
Travel & Related Expenses	11'600	14'200	45'600	21'100	25'850	17'500	46'950	182'800
Information	0	2'000	11'900	37'400	3'000	29'500	0	83'800
Consultants	6'000	2'900	30'100	5'800	8'880	0	19'300	72'980
General Expenses	60'100	17'400	58'300	42'300	40'300	18'000	152'900	389'300
Training Workshops & Seminars	1'500	97'000	188'000	30'000	103'945	117'000	36'000	573'445
Security	800	800	2'400	1'600	2'400	0	3'200	11'200
Subtotal Training, Information & General	80'000	134'300	336'300	138'200	184'375	182'000	258'350	1'313'525
TOTAL BUDGET	500'225	435'281	990'562	466'517	618'848	268'090	1'220'843	4'500'365