East Africa Regional Representation Support to Burundi, Djibouti, Kenya, Rwanda, Tanzania and Uganda National Societies

Invisible activities: Community Action in protecting the environment (Photo: Burundi RC)

Long Term Planning Framework 2012-2015
East Africa Regional Support for 2012-2015
This regional support plan outlines the work of the East Africa Regional Representation (EARR) of the International Federation of Red Cross and Red Crescent Societies (IFRC). The plan was developed between May and December 2011. Individual funding proposals will be developed based on this framework and in discussion with the relevant partners.

The IFRC EARR Mission is: to support East Africa national Societies to be the first responders to all natural and man-made disasters in East Africa, by enabling the training and mobilising of volunteers to respond to emergencies and to make their communities more resilient to hazards. IFRC will make this work sustainable by promoting evidence based cases, facilitating learning and advocacy opportunities on the benefits of RC/RC volunteer action to new and existing stakeholders in humanitarian and development work.

All IFRC assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO’s) in Disaster Relief and the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.

The IFRC’s vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC’s work is guided by Strategy 2020 which puts forward three strategic aims:
1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

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P.O. Box 372
CH-1211 Geneva 19
Switzerland
Telephone: +41 22 730 4222
Telefax: +41 22 733 0395
E-mail: secretariat@ifrc.org
Website: http://www.ifrc.org
Summary
IFRC EA Regional Representation (EARR) will support 6 East African National Societies (EA NS) to build and sustain a cadre of trained volunteers able to respond to emergencies and make their communities more resilient to hazards, through rolling out Disaster Response (DR), Community Based Health and First Aid (CBHFA) and PHAST trainings, through supporting IDRL, Community Based Disaster Risk Reduction (CBDRR) work and emergency response and recovery. IFRC EA will also ensure the flexibility to provide technical support, on request, for other countries in the region.

To expand the reach and speed of messages to and from this cadre of volunteers, IFRC will support the NS to roll out the use of relevant technologies for early warning, needs assessments, data collection on disasters and for volunteer mobilisation.

To address slow-onset disasters, IFRC will emphasise support to NS to promote volunteer action to mitigate risk, prepare and respond to emergencies in three key settings – Arid Lands, Wetlands (though the Lake Victoria Programme) and Urban settings, with Early Warning, CBDRR, disaster response teams (DRT) and CBHFA approaches as an entry point.

To support NS to make the case for RC/RC volunteer action to key stakeholders, IFRC will support NS to study and learn from the role of volunteers as first responders to disasters in East Africa, and the role of volunteers in building more resilient communities. Cost Benefit Analysis will be used to strengthen the case.

These studies will form the basis of communication and advocacy strategies, targeting the major government back donors, international and inter-governmental bodies, specifically EU, IGAD, AU and EAC, in addition to Hyogo Framework for Action DRR National Platforms. The strategies will focus on securing strategic partnerships and resources for EA NS to support resilience and emergency response work as auxiliaries to state through their volunteer networks. The IFRC Statutory Conferences will be used to share and institutionalise the studies.

The IFRC support to NS shall be focused on strengthening the niche of NS and with recognition of the external challenges, opportunities and developments taking place in the humanitarian sector. This includes the increased emphasis on efficiency, quality and effectiveness of operations, humanitarian accountability, coordination and linkages of aid and development agendas.

IFRC will support EA NS to secure resources to build the capacity of volunteers and to mobilise them for response during emergencies. IFRC shall be the grant manager of international appeals and shall support strong appeal documentation and reporting.

Ways of Working - East Africa
• There will be close and regular engagement with EA NS and mutual acknowledgement of the added value of that relationship.
• There will be an inclusive and participating role for PNS and ICRC that enables support to EA NS to benefit from the Movement’s collective technical and financial resources.
• The Regional Representation’s appeals/plans will be pertinent to both the humanitarian situation and NS.
• The Regional Representation will facilitate relationships between NS and major regional stakeholders and donors, including advocating on humanitarian issues and promoting diversification of NS funding sources.
• The Regional Representation will provide innovation that helps NS make advances in humanitarian relevance.
• The Regional Representation will provide platforms for learning and promoting a culture of reflection that leads to improvements in humanitarian action and credibility.
• The Regional Representation will keep communicating with PNS around the world, to enable them to effectively advocate for support to EA NS.
Who are we?

Burundi RC community volunteers creating awareness on re-forestation. Trees planted on this hill have led to the rains returning to the area

The Regional Representation for East Africa (EA), as part of the IFRC Africa Zone, supports National Societies (NS) to train and mobilise volunteers to respond to emergencies and to make communities more resilient to risks. It aims to make this work sustainable by bringing evidence based cases of the benefits of Red Cross/Red Crescent volunteer action to new and existing stakeholders in the humanitarian and development sector.

The Regional Representation serves the National Societies of Burundi, Djibouti, Kenya, Rwanda, Tanzania and Uganda, and acts as a Technical Support Hub for the wider Eastern Africa Region and Coordinator for the Horn of Africa response.

The Representation is made up of three units: a Technical Support Unit (TSU) led by a Programme Coordinator and consisting of advisors on disaster response, risk reduction, health, food security, water and sanitation, monitoring and evaluation, reporting and resource mobilization; a Communications and Advocacy Unit, and a Support Services Unit made up administration, logistics, Information Technology (IT), human resources, security and finance.

A strong emphasis has been placed on recruiting and maintaining top class national and international staff to support IFRC’s mission in the region. The team is made up of people with strong experience in the Red Cross/Red Crescent Movement, and also with experience from OXFAM, ECHO, MSF, FAO, ACF, CARE and International HIV/AIDS Alliance. This way it is hoped that the team will benefit from lessons learned across the Humanitarian and Development sector.

The Regional Representation also hosts, and works in partnership with, Partner National Societies (PNS) from around the world. They include American, Australian, British, Finnish, German, Japanese, Netherlands, Norwegian and Swedish Red Cross societies. Together with these, other PNS and ICRC, the Regional Representation promotes coordinated approaches to NS support and humanitarian crises, and supports partnerships within and outside the Movement that promote the NSs’ humanitarian agendas.
The above graph shows IFRC funding trends in the region, which picked up in 2010 and continued to grow in 2011. While welcoming this growth in income as an opportunity to serve people in need and support NS, the IFRC Regional Representation does not see its major added value as project management. This important aspect of work is being handled well by EA NS and PNS. Rather IFRC is focusing on building linkages, promoting sustainable action, promoting a culture of learning and innovation, building capacities and supporting emergency response.

The Key Stakeholders for the IFRC Regional Representation for East Africa include:
- Communities at risk from natural and man-made disasters
- East African National Societies, staff and volunteers and members
- IFRC Country and Zone Representations
- Partner National Societies and their supporters – back donors and general public
- ICRC
- International Government donors, with a focus on East Africa
- Humanitarian community. Including UN and INGOs
- Private Sector – within the Corporate Social Responsibility (CSR), focus at global, regional and national levels
- Increasingly from 2012, we expect the African Union, IGAD and the East Africa Community (EAC) to be important stakeholders

The three key stakeholders continue to be: communities at risk, EA National Societies and PNS supporting work in East Africa.

As many of the NS in East Africa remain fairly dependent on Movement support, we are committed to consolidate ongoing relationships with these traditional donors. At the same time, we are also placing emphasis on diversifying funding bases to include more contributions from some of the humanitarian industry’s major donors. This is in partnership with the relevant PNS.

In 2012 and beyond, the Regional Representation will target its advocacy work towards stakeholders likely to play increasingly significant roles in supporting EA NS. These include the African Union, IGAD and EAC. Cost benefit analysis will be used to make the case to these institutions about the benefits of supporting volunteer action through NS.
Where have we come from and what have we done so far?

The IFRC office has undergone a number of transitions in recent years. From 2007, it was a Zone Office for Eastern Africa and provided support to 14 NS. At the end of 2009, the Eastern Africa Zone Office was restructured into a Regional Representation office, mandated to support primarily five countries. (Burundi, Kenya, Rwanda, Uganda and Tanzania). In June 2011, Djibouti was added to the Regional Representation’s remit.

In line with the long-term planning framework, the Regional Representation identified seven Ways of Working with East Africa National Societies to give coherence to how it engaged with the various challenges and contexts in the region.

- There will be close and regular engagement with EA NS and mutual acknowledgement of the added value of that relationship.
- There will be an inclusive and participating role for PNS and ICRC that enables support to EA NS to benefit from the Movement’s collective technical and financial resources.
- The Regional Representation’s appeals/plans will be pertinent to both the humanitarian situation and NS.
- The Regional Representation will facilitate relationships between NS and major regional stakeholders and donors, including advocating on humanitarian issues and promoting diversification of NS funding sources.
- The Regional Representation will promote innovation that helps NS make advances in humanitarian relevance.
- The Regional Representation will provide platforms for learning and promote a culture of reflection that leads to improvements in humanitarian action and credibility.
- The Regional Representation will keep communicating with PNS around the world, to enable them to effectively advocate for support to EA NS.

The IFRC activities traditionally ranged from representation and coordination to supporting implementation of specific projects in health, organisational development or disaster management. Around 15-20 emergency operations are supported annually.

In line with strategic plans of NS, in 2010 there was a commitment to move away from offering single sector interventions in communities facing multiple risks, and instead an emphasis on community empowerment to address multiple risks.

The East Africa National Societies are diverse in capacity and character, reflecting both different leadership styles and different contexts and opportunities. Kenya Red Cross is a strong, independent National Society, managing large complex emergency operations and development programmes. Uganda Red Cross has over 200,000 registered members with more than one and a half million beneficiaries of its programmes. National Societies such as Burundi Red Cross and Rwanda Red Cross are strong, much smaller in financial turnover with focused ‘grass roots’ priorities. Tanzania Red Cross and Djibouti Red Crescent are near the completion of their next strategic plans, positioning themselves to strengthen future programmes and partnerships. The scale of disasters and presence of international donors in East African countries often determines how the NS can develop. In most cases in the region though, the NS are the first responders to all natural and man-made disasters, and are respected as the leading, national humanitarian organization.

To give a sense of scale, there are around 500,000 RC/RC volunteers in the East Africa region. Approximately 10,000,000 people received assistance from IFRC funded responses in 2011. The figure would be far higher if we included PNS and ICRC support, and most importantly, spontaneous volunteer action, which actually makes up the majority of assistance in most countries. Attribution for this achievement must go to many stakeholders, with most credit going to the NS themselves, but long term commitment from PNS, ICRC and IFRC has clearly played a role.

The current capacity of a NS shapes the nature of partnership and technical support, and it needs to be customized. Kenya Red Cross has made significant investments in the capacity and infrastructure of its HQ and branches and manages its considerable portfolio of programmes autonomously. Djibouti Red Crescent, and to some extent Tanzania Red Cross, are at a different stage of development, with much smaller programme portfolios. Such differences among NS means that there is no “one size fits all” approach for the region. Partnership agendas are context specific.

Given this diversity, the Regional Representation identified seven Ways of Working with East Africa National Societies to give coherence to how it engaged with the various challenges and contexts in the region.

- There will be close and regular engagement with EA NS and mutual acknowledgement of the added value of that relationship.
- There will be an inclusive and participating role for PNS and ICRC that enables support to EA NS to benefit from the Movement’s collective technical and financial resources.
- The Regional Representation’s appeals/plans will be pertinent to both the humanitarian situation and NS.
- The Regional Representation will facilitate relationships between NS and major regional stakeholders and donors, including advocating on humanitarian issues and promoting diversification of NS funding sources.
- The Regional Representation will promote innovation that helps NS make advances in humanitarian relevance.
- The Regional Representation will provide platforms for learning and promote a culture of reflection that leads to improvements in humanitarian action and credibility.
- The Regional Representation will keep communicating with PNS around the world, to enable them to effectively advocate for support to EA NS.

The Ways of Working provide a helpful checklist to keep the Regional Representation on a productive track. Nevertheless, certain cross-cutting challenges were highlighted in this planning process as a guide to what we should focus on when striving for improvements in the coming years. These challenges are listed below:

- Our diverse range of projects has not been clearly linked and has resulted in a multitude of separate strategies as opposed to one, coherent strategy. Internally and externally, our niche is unclear.
- We have not been at the forefront of key debates in the humanitarian sector – on humanitarian access and urban risk to name a few.
- We have invested too little in determining what works and doesn’t work in achieving impact.
- Our greatest added value – volunteer action to reduce risk, has not been exploited as well as it should be. This is where our key relevance lies.
- Our approach to programming in East Africa needs to be clearly rooted in the context of slow, onset emergencies, while at the same time maintaining the capacity to effectively scale up for rapid onset emergencies.
We have fallen behind the sector in terms of learning, knowledge management, marketing and quality agendas and standards – hence major external donors are investing more heavily elsewhere.

Our donor base has remained the same for decades – sheltering us from the helpful rigour of new partnerships, scrutiny and opportunities.

Frequent restructuring over the last 5 years has meant loss of institutional memory, consistency and stable partnerships.

It is through identifying these challenges and areas for development that we are able to give clear focus to our work in the coming years.

Particularly pertinent when reflecting on areas for development has been the 2011 Horn of Africa crisis, which is still ongoing. Here, we are challenged with a complex, slow on-set, cyclical disaster that received little attention and then suddenly generated intense global interest around an emergency phase. How best to generate support for early action, to balance short term with long term needs, to provide PNS with the information they need to advocate for early action, and to realize sustainable solutions to chronic vulnerability in the arid lands, were all questions at the forefront of our minds when producing this document.

Where are we going and how are we going to get there?

Having diagnosed the challenges IFRC faces in the region, the Regional Representation identified five key approaches to address these challenges.

- Everything we do is embedded in dialogue, ownership and empowerment of EA NS. (To address the challenge of ensuring continual focused mandate.)
- Everything we do is rooted in statutory commitments of IFRC and its member NS – including the SG’s objectives. (To address the challenge of strategic consistency)
- Given the operational autonomy of EA NS, our greatest IFRC “added value efforts” will focus on addressing the knowledge management gap in monitoring, evaluation, learning and advocacy around volunteer led responses. (To address the challenges of information gaps and of the greatest RC/RC added value not being exploited).
- Our consistent focus will be on cross cutting theme of volunteer led “community resilience” and volunteer led surge capacity for effective emergency response. (To address the challenge of coherence of our work)
• Our efforts will promote a new and existing range of partnerships for EA NS that NS can sustain independently, particularly with the African Union, IGAD, East Africa Community, major back donors, PNS, land and property partners. (To address the challenge of static donor support).

Having diagnosed the challenges and outlined approaches to address them, **seven key actions** were identified as a basis for the Long Term Planning Framework.

1) **IFRC will support NS to build and sustain a cadre of trained volunteers able to respond to emergencies and make their communities more resilient to hazards, through rolling out DR, CBHFA and PHAST trainings, through supporting IDRL, CBDRR work and emergency response and recovery. IFRC EA will also ensure the flexibility to provide technical support for other countries in the region.**

2) To expand the reach and speed of messages to and from this cadre of volunteers, **IFRC will support the NS to roll out the use of relevant technology for early warning, needs assessments, data collection on disasters and for volunteer mobilization.**

3) To address slow, onset disasters, **IFRC will emphasise support to NS to promote volunteer action to mitigate risk and respond to emergencies in three key settings – Arid Lands, Wetlands (though the Lake Victoria Programme) and Urban settings, with EW, CBDRR, DRT and CBHFA approaches as an entry point.**

4) To support NS to make the case for RC/RC volunteer action to key stakeholders, **IFRC will support NS to study and learn from the role of volunteers as first responders to disasters in East Africa, and the role of volunteers in building more resilient communities. Cost Benefit Analysis will be used to strengthen the case.**

5) These studies will form the basis of communication and advocacy strategies, targeting the major government back donors, and inter-governmental bodies, specifically EU, IGAD, AU and EAC, in addition to HFA DRR National Platforms. The strategies will focus on securing strategic partnerships and resources for EA NS to support resilience and emergency response work as auxiliaries to state through their volunteer networks. The Statutory Conferences will be used to share and institutionalise the studies.

6) The IFRC support to NS shall be focused on strengthening the niche of NS and with recognition of the external challenges, opportunities and evolutions taking place in the humanitarian sector. These include the increased emphasis on efficiency, quality and effectiveness of operations, humanitarian accountability, coordination and linkages of aid and development agendas.

7) **IFRC will support EA NS to secure resources to build the capacity of volunteers and to mobilise them for response during emergencies. IFRC shall be the grant manager of international appeals and shall support strong appeal documentation and reporting.**

**Key programmes/project (initiatives) outlined under the SG Objectives;**

**Business Line 1: To raise humanitarian standards.** We must lift up the thinking that inspires and underpins our services to maintain their relevance in a changing world, and to increase their magnitude, quality, and impact

| Outcome 1: EA NS effectively build preparedness, response and analytical humanitarian capacity in line with RC/RC and wider international quality, accountability standards. ES NSs will be at the forefront of advocacy on the domestication of IDRL within the region. EA NS will build on a regional collective voice of the strength of community and volunteer action to influence the wider EA humanitarian community. |
|---|---|
| **Outputs** | **Targets** |
| 1.1 | • IFRC supports EA NS to promote IDRL within government institutions |
| 1.2 | • IFRC supports National Societies to influence the wider humanitarian sector, through strong analysis of the role of national societies and their strength in community focused resilience building actions. |
| 1.3 | • IFRC supports National Societies in actions that are aligned with international humanitarian quality and accountability standards. |
| 2.1 | • IDRL training conducted in 3 countries to Government and National Societies. |
| 2.2 | • Regional/Horn of Africa IDRL Training conducted with Government, UN, INGOs and RC/RC. |
| 2.3 | • 1 Country and 1 Regional Action Plan developed by Government representatives for the ‘domestication’ of IDRL. |
| 2.4 | • 3 studies conducted on the role of Volunteer action in building resilience. |
| 2.5 | • International Joint Standards assessments, training and action plans developed in 3 National Societies. |
### Business Line 2: To grow Red Cross Red Crescent services for vulnerable people. We must increase the share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises

#### Outcome 2: EA NS are the first community based responders to every natural and man made disaster in East Africa

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<tr>
<th>Outputs</th>
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<tbody>
<tr>
<td>NS make effective use of early warning systems to allow for mitigation, preparedness and response to natural disasters and epidemics</td>
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<table>
<thead>
<tr>
<th>Targets</th>
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<tbody>
<tr>
<td>National and regional risk maps and contingency plans developed in 4 NSs</td>
</tr>
<tr>
<td>1 Learning Curricula developed on the role of NS board and NS Management in Disaster management</td>
</tr>
<tr>
<td>6 NSs have trained personnel in CBDRR, EW-EA and preparedness</td>
</tr>
<tr>
<td>5 NSs have access to a standing emergency stock at either national or regional level sufficient for 5,000 people</td>
</tr>
<tr>
<td>4 NSs are active members in national EW fora</td>
</tr>
<tr>
<td>3 NS use MIS systems for early warning</td>
</tr>
<tr>
<td>3 NS roll out the use of mobile technology to expand the reach and speed of messages to and from volunteers.</td>
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<tr>
<td>3 NS have volunteers trained and active in community based malnutrition monitoring</td>
</tr>
<tr>
<td>All NS have trained personnel in emergency response.</td>
</tr>
<tr>
<td>3 NS have trained personnel in the monitoring of acute malnutrition</td>
</tr>
<tr>
<td>2 NS have trained personnel in management of ‘uncomplicated’ acute malnutrition</td>
</tr>
<tr>
<td>WatSan emergency response tools, equipment and mechanisms reviewed and updated in 4 NS and at regional level</td>
</tr>
<tr>
<td>WatSan specialized RDRT member roster reviewed and updated.</td>
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<tr>
<th>Outputs</th>
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<tbody>
<tr>
<td>NS are supported continually to build the capacity of their volunteer networks to mitigate the risk of, prepare for and respond to natural disasters and epidemics</td>
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<tr>
<th>Targets</th>
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<tbody>
<tr>
<td>A minimum of 1 Health/WatSan focused RDRT training performed per year</td>
</tr>
<tr>
<td>A minimum of 2 Health/WatSan focused NDRT trainings performed per year</td>
</tr>
<tr>
<td>3 specific governance, management and branch support programmes developed and implemented.</td>
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<table>
<thead>
<tr>
<th>Outputs</th>
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</thead>
<tbody>
<tr>
<td>NS are supported to provide timely and appropriate response to natural and man-made disasters and epidemics</td>
</tr>
</tbody>
</table>

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<tr>
<th>Targets</th>
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<tbody>
<tr>
<td>DREF applications are turned around in 48 hours</td>
</tr>
<tr>
<td>Appeals are turned around in 4 days</td>
</tr>
<tr>
<td>3 NSs have Cash interventions part of their response options</td>
</tr>
<tr>
<td>Emergency operations are regularly evaluated (4 per year)</td>
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<tr>
<td>Operations Updates and reports are produced on time</td>
</tr>
<tr>
<td>IFRC facilitates deployment of surge capacity when required</td>
</tr>
<tr>
<td>Refugee operation in Kenya is funded, reported on and supported</td>
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</table>

### Business Line 3: To strengthen the specific Red Cross Red Crescent contribution to development. We must build appropriate capacities to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities and challenge the values of our common humanity:

#### Outcome 3: EA NS effectively build community resilience to slow, onset disasters in the region.

<table>
<thead>
<tr>
<th>Outputs</th>
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<tbody>
<tr>
<td>IFRC support NS to promote volunteer action to mitigate risk and respond to emergencies in three key slow, onset disaster settings – Arid Lands, Wetlands (though the Lake Victoria Programme) and Urban areas</td>
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<table>
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<tr>
<th>Targets</th>
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<tbody>
<tr>
<td>Needs assessments conducted and programmes developed in urban settings in 3 countries.</td>
</tr>
<tr>
<td>3 pieces of research/analysis pieces conducted on changing vulnerability, the role of volunteer action in building community resilience in Arid Lands, Wetlands and Urban areas.</td>
</tr>
<tr>
<td>3 NS have established new risk reduction programmes in vulnerable communities – ARID lands and Urban areas</td>
</tr>
<tr>
<td>30 Volunteers trained in 3 National Societies in ToT-monitoring acute malnutrition in arid lands.</td>
</tr>
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</table>
• Sustainable food security programming scaled up in arid lands
• Branches, from 5 National Societies along Lake Victoria and other neighbouring lakes supported to mitigate local risks in wetlands, based on a baseline survey and subsequent ‘cross border’ plan of action developed for 2012 -3.
• A minimum of 2 regional learning/coordination events facilitated annually for National Societies.
• Support provided to all NS in long term strategy prioritization and formulation
• Support provided to all NS program/proposal development

Business Line 4: To heighten Red Cross and Red Crescent influence and support for our work. We must engage in evidence-based humanitarian diplomacy that draws attention to the causes of consequences of vulnerability, gives voice to vulnerable people, and demonstrates the value of Red Cross Red Crescent humanitarian work and leadership:

Outcome 4 To broaden the range of stakeholders providing financial and partnership support to NS in East Africa, evidence of effective NS action is represented, through humanitarian diplomacy and grant proposals, to a targeted range of current and potential partners.

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Targets</th>
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</table>
| 4.1 EA NS make the case for RC/RC volunteer action to key stakeholders, by collecting evidence and learning from the role of volunteers as first responders to disasters in East Africa, and the role of volunteers in building more resilient communities. | • A minimum of 1 study and two evaluations on the HoA operations are conducted
• 1 regional assessment conducted in all 6 National Societies on current, MIS, Monitoring and Evaluation processes, systems and capacities with recommendations for improvement, cross NS learning and where relevant, standardization can be realized.
• National and Regional ‘user friendly’ MIS/Database developed for capturing evidence of activities on volunteer action.
• One study of impact and lessons to bring to scale ‘invisible activities’
• 3 cost benefit analysis (CBA) of volunteer action conducted
• 3 case studies of volunteer action in arid lands, wet lands and urban areas conducted.
• 2 studies presented at Pan-African Conference and other statutory events. |

4.2 Using these studies, EA NS are supported to build communication and advocacy strategies, targeting the PNS and government back donors, inter-

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| • 1 EA wider Advocacy strategy developed to demonstrate the impact of and promote the scale up of volunteer action.
• Studies presented at 2 targeted round tables |

Photo Left: The finished charcoal made from banana leaves. Photo Right: One only needs 5 pieces of charcoal to cook as opposed to the wood based charcoal. This is a good example of invisible activities being implemented by Burundi RC youth volunteers in Muramvya Colline.
governmental bodies, specifically EU, IGAD, AU and EAC, in order to promote the scale up of effective volunteer action in the region.

- Studies designed to speak to strategies of major stakeholders
- 70% funding for all appeals.
- Funding base diversified with 2 new partnerships agreements signed annually with non traditional partners.
- One Regional Private sector event held annually for developing new private sector partners for NS.
- NS supported to mobilize resources locally with a 10% annual increase in funds raised.
- Increased compliance to donor regulations, including a minimum of 85% expenditure of funds received and processing of cash pledges and requests within two days of receipt.
- All EA PNS provided with information packs and updates to support their work in advocating for support to EA

Business Line 5: To deepen our tradition of togetherness through joint working and accountability

We must keep ahead by working more effectively among NS through modernising our cooperation mechanisms and tools, and building a greater sense of belonging, and trust in our International Federation: Cooperation & coordination, PMER

<table>
<thead>
<tr>
<th>Outcome 5. The EA Regional Representation offers high quality donor compliance.</th>
<th>Targets</th>
</tr>
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<tbody>
<tr>
<td><strong>5.1</strong> IFRC narrative and financial reports are timely and relevant to partner needs.</td>
<td>A Minimum 80% of reports are submitted to donors on time</td>
</tr>
<tr>
<td><strong>5.2</strong> Collective ‘Quality’ feedback mechanisms are developed.</td>
<td>A Minimum 70% of target NS in the EA region produce collectively defined ‘quality’ reports (feedback mechanisms to be developed to measure this)</td>
</tr>
<tr>
<td></td>
<td>A minimum of one PCM-PPP/ToT and 3 PCM/PPP trainings conducted annually.</td>
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Outcome 6: The EA Regional Representation offers high quality donor compliance and coordination services to NS working in East Africa

<table>
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<tr>
<th>Outputs</th>
<th>Targets</th>
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<tbody>
<tr>
<td><strong>6.1</strong> IFRC support services facilitate efficient and timely support to Secretariat, PNS and EA NS</td>
<td>Bi-annual &quot;support services questionnaire&quot; shows 75% or above “high level” client satisfaction for IT, HR, logistics and administration support in the East Africa Regional Representation.</td>
</tr>
</tbody>
</table>

What are some of the key risks/assumptions?

- External Stakeholders are able and willing to support EA NS
- PNS support IFRC to realize the outlined strategy
- IFRC sustains a strong team in East Africa able to realise the strategy.

Responses to above:

- Platforms to engage and influence external stakeholders will be developed and maintained.
- The IFRC Secretariat will facilitate partnership meetings for each of the EA NS and advocate with PNS to support EA NS
- The IFRC will continue to support and invest in a high calibre of staff with the capacities to realize the plan.

How much will it cost?

Financial projections are estimates. All figures in Swiss Francs (CHF).

<table>
<thead>
<tr>
<th>IFRC business lines</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BL2.Disaster Management Services</strong></td>
<td>2,078,000</td>
<td>2,285,000</td>
<td>2,514,000</td>
<td>2,765,000</td>
<td>9,642,000</td>
</tr>
<tr>
<td><strong>BL3.Sustainable Development</strong></td>
<td>1,947,000</td>
<td>2,141,000</td>
<td>2,355,000</td>
<td>2,591,000</td>
<td>9,034,000</td>
</tr>
<tr>
<td><strong>BL4.Humanitarian Diplomacy</strong></td>
<td>2,300,000</td>
<td>2,530,000</td>
<td>2,783,000</td>
<td>3,061,000</td>
<td>10,674,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>6,325,000</td>
<td>6,957,000</td>
<td>7,653,000</td>
<td>8,418,000</td>
<td>29,350,000</td>
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</table>
Ways of Working with PNS in East Africa
As part of the planning process, the Regional Representation consulted with PNS in East Africa to agree on ways of working together that would facilitate effective Movement cooperation. The following was agreed:

- All appeals, proposals, country plans – should emphasize comparative advantage and added value of NS: of volunteer action, humanitarian access, auxiliary status and branch network. That way we collectively position NS with a clearly defined role among our many external stakeholders.
- We share a “putting the NS first” approach – with a commitment to positive representation, advocacy and networking.
- We take action to be “good donors” – promoting standard reporting, joint planning and joint field visits, where possible, thereby reducing the administrative burden upon NS and freeing them to concentrate more on support to branches and programmes. We commit to working with our back donors on good donorship principles, to accept standard reports and audits.
- We recognize our responsibility to promote sustainable NS – and therefore programme design and partnership agreements should be considerate of the ability of NS to sustain action in the absence of a project support. Particular attention should be paid to resource mobilization at a branch level.
- We commit to maintaining a good spirit of Movement cooperation in the region. We will be proactive in encouraging our respective HQ to support and engage in that cooperation, and reach out to be more inclusive of PNS located outside of Nairobi, Kenya. We recognize the positive and constructive partnership with ICRC in the region and commit to maintain that and to promote IFRC/ICRC joint planning.
- We recognize that learning is key to our work in region, and emphasize a three prong approach to promote a learning culture. Firstly, we promote internal learning by identifying basic core skills/knowledge that we need to have as we work for the Movement. We recognize that IFRC’s investments in e-learning make studying those competencies more available than ever before. We commit to identifying three core courses that each of us should take in 2012. Secondly, we commit to a culture of learning in the office, where we collectively feedback on visits and evaluations, through lunch time talks and PNS meetings, and through annual meetings about how well we have performed against objectives. Thirdly, we commit to engaging in operational research throughout the year that addresses and helps position core competencies of NS. For example, a study of the role of volunteers as first responders to small and medium scale disasters, the role of volunteers in reducing urban risk, the impact of CBHFA trained volunteers on community resilience.
- We recognize that such Operational Research is most effective if collectively owned and we commit to a culture of participation on learning.
Contact information
For further information specifically related to this Plan please contact:

East Africa Regional Representation Office;
Alexander Matheou,
Regional Representative, East Africa, Nairobi,
Phone: +254.20.283.5124;
Fax: 254.20.271.27.77; email: alexander.matheou@ifrc.org

East Africa Regional Representation Office;
Maxine Clayton,
Programme Coordinator, East Africa, Nairobi,
Phone: +254.20.283.5163;
Fax: 254.20.271.27.77; email: maxine.clayton@ifrc.org

Africa Zone Office;
Dr Asha Mohammed,
Head of Operations;
Phone: +254 20 283 5000;
email: asha.mohammed@ifrc.org

For Resource Mobilization and Pledges:
East Africa Regional Representation Office;
Douglas Masika,
Senior Resource Mobilization Officer; East Africa, Nairobi,
Phone: +254 20 283 5000;
Fax: 254.20.271.27.77; email: douglas.masika@ifrc.org.