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Annual report East Africa region

 International Federation
of Red Cross and Red Crescent Societies

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**This report covers the
period 1 January to 31
December 2011.**

*Community members express their satisfaction with the cabbage harvest in Rwanda, as part of a regional risk reduction and food security initiative.
Photo: Rwanda Red Cross Society*



In brief

Programme outcome

In line with the International Federation of Red Cross and Red Crescent Societies' (IFRC) Strategy 2020, the East Africa regional representation's disaster management programme focuses on strengthening capacities of National Societies in the region in disaster preparedness aimed at empowering communities to becoming more prepared and resilient to disaster.

Its health and care programme aims at strengthening capacities of vulnerable communities to respond to public health emergencies; reducing vulnerability and impact of HIV and AIDS; improving access to reproductive health care services; strengthening maternal, newborn and child health; promoting voluntary non-remunerated blood donation; and increasing access to safe water and sanitation services in target communities.

The National Society development programme works towards strengthening institutional structures and support systems at regional and branch levels, enhancing volunteer management, strengthening governance and management leadership capacities, and improving National Societies' planning techniques as well as their monitoring and evaluation. The principles and values programme seeks to improve understanding and application of the Movement's Fundamental Principles, along with humanitarian values, among National Societies' staff, volunteers and beneficiaries, as well as ensure gender mainstreaming in all programmes.

Programme summary

The year 2011 began with the Kenya Red Cross Society (KRCS) launching an early warning/early action drought appeal, based on climate predictions of failed rains in April/May 2011, which would reduce food security of those living in the arid lands. Drought analysis and preparations subsequently dominated the work of the IFRC East Africa regional representation office (EARRO) throughout the first

half of the year, including raising awareness of and helping position KRCS to respond to the forthcoming drought. Meanwhile in the wider region, EARRO continued to work closely with National Societies to support their work of building resilience within vulnerable communities and responding to natural and man-made disasters.

The onset of drought conditions in the Horn of Africa culminated in mid-2011 to what the international humanitarian community considers the worst regional food crisis in 60 years, rendering about 14 million people food insecure in the region. The focus was on Somali refugees in Dadaab and conditions in south central Somalia. IFRC developed and implemented a [Regional Framework for the Horn of Africa](#) to support the National Societies to initiate and scale-up their response to humanitarian needs of affected communities. The flexible framework was revised during the course of the year to accommodate changes in context and emerging needs. The framework was in line with EARRO programmes and Movement expectations, especially those of the National Societies and Partner National Societies. It was designed to put National Societies in the driving seat of response and provide them with technical support available from the EARRO technical support unit. It provided support in several primary support areas, including resource mobilization, technical support, monitoring, evaluation and learning, surge capacity support (Emergency Response Unit / Regional Disaster Response Team deployments, proposal writing and reporting), representation, coordination and communications/advocacy.

Through the support and coordination of EARRO, six emergency appeals related to the Horn of Africa drought were launched to assist over 1.5 million people in Kenya, Somalia, Tanzania and Ethiopia.



A green house project by the Kenya Red Cross as part of a community resilience initiative of the EARRO. Photo: Kenya Red Cross

In addition, EARRO's community resilience unit¹ supported the development of a regional approach to resilience building; provided technical support on issues of food security, nutrition and livelihoods; managed a range of projects which employed risk reduction as their core operational modality; and managed mapping of disaster risk initiatives in the region and programmatic information.

EARRO also embarked on discussions leading to a joint evaluation and feasibility study with the Swedish Red Cross on the Lake Victoria Programme (LVP), a unique cross-border programme of the five National Societies of Kenya, Uganda, Tanzania, Rwanda and Burundi. This resulted in the development of an exit, feasibility and handover plan for LVP, for 2011 and 2012, from the Swedish Red Cross to EARRO.

Financial situation

The total 2011 budget was increased from CHF 6,923,668 (last approved at the beginning of mid 2011) to CHF 8,097,742, due to Horn of Africa surge capacity.

Of the revised budget of CHF 8,097,742, a total amount of CHF 7,505,744 (93 per cent) was covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 5,709,139, corresponding to 71 per cent of the revised budget and 76 per cent of the funds available.

¹ This unit has since been integrated with the disaster management department

Project/programme yearly finance status			
Year budget	Expenditure	Per cent of budget spent	Per cent of available funds spent
CHF 8,097,742	CHF 5,709,139	71 %	76 %

[Click here to go directly to the attached financial report](#)

Number of people we have reached

Programme	Activity	No. of people reached
Disaster Management	Organizational preparedness - Cash Learning Partnership	19
	National Disaster Response Team (NDRT) training	73
	Disaster response and recovery (emergency operations)	Approximately 10 million
	Community preparedness	270 cells in Rwanda
Health and Care	HIV and AIDS	102,000
	Water and sanitation	100,000
	Public health	1,500,000
	Community based health and first aid (CBHFA)	270 cells in Rwanda
National Society Development	Planning, monitoring, evaluation and reporting (PMER) workshop	15

Our partners

Partners	Disaster Management	Health and Care	National Society Development	Coordination
American Red Cross			X	
Canadian Red Cross	X		X	
Italian Red Cross		X		
USAID	X			
Netherlands Red Cross	X	X	X	
Japan Government/ Red Cross	X	X		
ECHO	X	X		
Norwegian Red Cross	X			
British Red Cross	X		X	
Swedish Red Cross	X	X	X	
Swiss Red Cross			X	
DFID	X		X	X

Context

The East Africa region is afflicted by diverse, complex and regular humanitarian challenges, both natural and manmade disasters such as floods, droughts, health epidemics, conflicts and population movements. Many communities in the region are highly vulnerable to these challenges.

A severe food crisis, following a drought, hit the Horn of Africa in mid-2011. Recognizing droughts are cyclical and National Societies have ongoing engagement with the affected communities, IFRC looked into supporting interventions that play to National Society strengths and compliment existing capacities and a long-term, sustainable role. In an effort to promote country-led ownership of responses as well as linkages and synergies between emergency and locally owned, long term interventions, EARRO launched a regional framework that packaged support for the Horn of Africa related appeals .

EARRO articulated a way of working that would promote resilience, moving away from traditional relief models and instead addressing underlying causes while meeting urgent humanitarian needs. There was a recognition that branch led, spontaneous actions are ultimately sustainable (provide benefit for years to come and, through that success, promote grassroots change) and relevant.

In line with IFRC’s regional strategy, the regional framework had a clear focus on the quality of response interventions and lessons learning. IFRC urged partners to support the emergency and ongoing appeals as well as the overarching regional framework, and consider longer-term support that allows and supports development and implementation of quality programmes.

Progress towards outcomes

Disaster Risk Management

<p>Programme component 1: Organizational preparedness</p>	<p>Outcome: The region and National Societies have adequate institutional capacity and preparedness to respond effectively to disasters.</p> <p>Achievements: The primary focus continued to be on three core areas - preparedness, response and early recovery, including provision of technical support and advice to the five core National Societies within the East Africa region and other non-core National Societies such as Sudan, Ethiopia and Somalia to name a few.</p> <p>EARRO hosted a training in cash programming for its National Societies, conducted in collaboration with the Cash Learning Partnership (CaLP). Recent experience in seeking to implement cash interventions in Tanzania, Ethiopia and Djibouti demonstrates that the Movement needs to invest further in advocacy as a way to enhance more recognition of cash as an intervention tool within National Societies as well as among other stakeholders such as government representatives. The level of preparedness for cash intervention also needs to be reinforced among National Societies, so that they are able to conduct proper assessments for cash interventions and engage in cash intervention of high quality.</p> <p>The regional representation also hosted a global cash learning event with CaLP. The key objective was to bring together a number of actors (UN agencies, Movement partners, NGOs, government and the private sector) to discuss and share experiences around the latest findings from the CaLP commissioned research.</p> <p>EARRO supported three separate National Disaster Response Team (NDRT) training events covering five National Societies of the region (Burundi, Kenya, Uganda, Tanzania and Rwanda).</p>
<p>Programme component 2: Disaster management planning</p>	<p>Outcome: National Societies have disaster management policies, strategies and plans relevant to their country context, which guide long-term programming and emergency response.</p> <p>Achievements: The National Societies of Burundi, Kenya, Rwanda and Uganda developed disaster risk reduction and food security strategies. They have recognized that many of the disasters they respond to - floods, droughts and landslides - were chronic and functions of poverty. Therefore, responding with relief was not a sustainable solution. They now aim to work in a way that recognizes their operational reality and strategic aspirations, so that they can work towards promoting the long-term betterment of target populations.</p>

	<p>These trends can be noted in their strategies and annual plans.</p>
<p>Programme component 3: Disaster response and recovery</p>	<p>Outcome: Effective and timely response and recovery to the effects of disasters/emergencies.</p> <p>Achievements: In 2011, nine emergency appeals were launched and 14 DREF operations were approved in the East Africa region.</p> <div data-bbox="466 483 995 824" data-label="Image"> </div> <p data-bbox="466 831 995 882">School feeding project under the KRCS drought operation. Photo: Kenya Red Cross</p> <p>EARRO used an innovative approach with the launching of a regional framework alongside the separate country appeals for Kenya, Ethiopia, Somalia and Tanzania in the context of the Horn of Africa operation for 2011-2012. The framework allowed IFRC to work closely with each of the affected National Societies to provide the most appropriate support. This enabled them to scale up their emergency response within their own context. Integral to this approach was a clear communications and advocacy campaign to reinforce the need for immediate emergency response and to highlight the importance of greater investment in longer-term strategies for sustainable recovery and development.</p> <p>Following the beginning of preparations by KRCS for the drought in September 2010, EARRO convened a drought contingency planning meeting with Kenya, Ethiopia and Uganda in October 2010, to discuss the best approach to adopt for the looming crisis. The disaster risk reduction unit was able to secure funding for targeted, small scale, high impact water and nutrition actions in January 2011. KRCS was assisted in preparing a national drought appeal in January 2011, and an international appeal was launched in March 2011 and revised in June 2011.</p> <p>Technical support was also provided to the Somali Red Crescent in preparing its drought appeal and to the Tanzania Red Cross in preparing for food security and needs assessment before the design of their response appeal.</p> <p>EARRO assisted with the development of proposals to address risks associated with drought and floods. A one million Euro (approximately 1.2 million CHF) grant was secured from ECHO to mitigate the risk of cholera outbreaks and other health challenges in arid lands of Kenya. The project contributed to the mitigation of and response to cholera outbreaks in Dadaab among refugees and along the borders with Somalia.</p> <p>In addition to supporting the preparation of emergency appeals by providing technical inputs, EARRO provided other forms of specific technical support. Upon the launch of the Kenya population movement appeal, a joint assessment was undertaken in IFO2 camp to inform the decision making process and identify areas of support required by the Kenya Red Cross Society (KRCS) from Movement partners to initiate its response. Further, EARRO facilitated the deployment of various Emergency Response Units to support the IFO2 operation. These were mainly to provide training to KRCS staff on utilizing the provided equipment and other specific technical skills in</p>

	<p>health and camp management.</p>
<p>Programme component 4: Community preparedness</p>	<p>Outcome: Improve resilience of individuals and communities to mitigate disaster risks.</p> <p>Achievements: Building community resilience to the multi-hazards communities face is essential so that the basic needs of communities are met and individuals and families enjoy optimal health and safe living. It also strengthens the capacity of communities to adapt and respond to abrupt changes such as health emergencies, natural and manmade disasters and other social economic problems. In East African National Societies, approaches to building community resilience have increased.</p> <p>IFRC and the Swedish Red Cross embarked on an end of programme and feasibility study on the Lake Victoria Programme (LVP), which started in 2003. This final evaluation analyzed the entire programme timeframe, captured the lessons learned and developed an LVP exit, feasibility and handover plan for 2011 and 2012 for EARRO.</p> <p>Burundi Red Cross embraced the community based disaster risk reduction approach, encouraging community members to be responsible for improving their own livelihoods. In Rwanda, the National Society introduced a pilot project known as model villages. So far, a total of 540 model villages in 270 cells have been set up in 30 districts. The model villages embraced an integrated approach to multi-risk, where all sectors (food security, health, capacity building, etc.) operate as one in order to achieve a common objective which centres on building resilience of communities in order to mitigate disaster risks.</p> <p>Other activities that were carried out during the reporting period included:</p> <ul style="list-style-type: none"> • <i>Drought early warning/early action (ECHO and USAID/OFDA supported):</i> ERRO supported a pilot programme on drought risk reduction in Ethiopia (Moyale), Kenya (Garissa, Wajir, Isiolo, Moyale, Samburu and Marsabit) and Uganda (Kotido, Kaabong). It emphasized sustainable roles of branches to engage with drought-affected communities before and during drought. The programme included new approaches for National Societies' branches and headquarters staff to learn from their counterparts in neighbouring countries. <p>The approach was built on evidence that communities manage impacts of drought themselves and are not entirely dependent on external aid. Thus, a more rational way to engage with drought issues was to focus on long-term risk and less with taking a role with coping during a drought crisis. Secondly, the activities supported were intentionally small-scale and focussed on sustainability over short-term benefit. As such, they cannot be expected to reduce vulnerability to drought but rather position themselves to promote innovation as part of the long-term developmental process.</p> <p>Other innovations included getting National Societies' headquarters to</p>



Tree planting by community volunteers in one of the model villages in Rwanda. Photo: Rwanda Red Cross

	<p>share climate forecasts with branches, who in turn, share it with communities; complementing grass roots initiatives with small grants (top-up money); providing an overview of risk conditions, hazards, key corrective issues and actions being taken by the branches (risk or triage maps); new ways for branches to link to their business community (Red Cross Breakfasts) and where possible, to extend those links to community activities identified by the branch.</p> <ul style="list-style-type: none"> • <i>Regional food security and risk reduction (Norwegian Red Cross supported):</i> Small-scale initiatives in Burundi, Rwanda, Uganda and Kenya consistent with approaches identified in their food security strategies. • <i>Kenya Tana II food security/health (Government of Japan supported):</i> Aimed to reduce risks to mothers and children during dry seasons and drought periods and support farmers in their agricultural farming. A clinic will be opened in early 2012 and farmers will operate independent of KRCS support as their incomes continue to grow. • <i>Kenya drought response and preparedness (OFDA supported):</i> OFDA sought to invest in KRCS' capacity to respond to the expected drought and replenish relief supplies in anticipation of emergencies in 2012. A small component of their support was directed to develop KRCS capacity to implement cash responses and assist highly drought-affected communities. • <i>Rwanda - Gishwati floods risk reduction (Government of Japan supported):</i> The project was designed to curb de-forestation which had led to flash floods downstream. • <i>"ABCs of Disaster Risk Reduction" document:</i> The first draft of this document was developed. It builds upon ways in which National Societies' branches across the region were implementing invisible activities that led to building their resilience against disasters and improving their livelihood. The next phase involves rolling this out as a coherent package for branches to take forward. A complementary document "The Regional Disaster Risk Reduction Approach" is in draft form and will be complete in 2012.
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Health and Care

<p>Programme component 1: HIV and AIDS</p>	<p>Outcome: Vulnerability to HIV and AIDS and its impact reduced through preventing further infection.</p> <p>Achievements: In 2011, EARRO provided financial support to three National Societies to implement their HIV programmes:</p> <ul style="list-style-type: none"> • A harm reduction project was piloted in Uganda (Kampala East) to change behaviour among youth regarding drug and substance abuse. A quick basic assessment on the scale of substance and drug abuse situation was successfully conducted in the project area in partnership with the Ministry of Health. Based on the recommendations, the project succeeded in mapping out the groups involved in drug/substance abuse, those at risk and orienting Red Cross volunteers to be engaged in implementing behavioural change strategies among youth. • In Burundi, 32 trainers were trained on sexual and reproductive health and HIV/AIDS. In turn, the trainers trained 264 community
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	<p>educators/volunteers. As a result of the trainings, the community volunteers managed to reach 101,200 people in all the target branches with messages on HIV/AIDS prevention and care, as well as promoting reproductive health and non-stigmatization of people living with HIV (PLHIV). In addition, 36,500 condoms were distributed during the awareness sessions.</p> <ul style="list-style-type: none"> • In Rwanda, 18 people from 6 collines were trained on establishment and management of micro projects/income generating activities. A total of 6 income generating activities (one per colline) were provided with necessary financial, technical and material support for start up. PLHIV groups own these income generating activities and the aim of this initiative was to enable the groups to be self-reliant with respect to having adequate income to purchase basic items. The PLHIV groups were provided with goats that would provide milk as well as reproduce to improve their income and nutritional status.
<p>Programme component 2: Water and sanitation</p>	<p>Outcome: Strengthened water and sanitation programming at National Society level.</p> <p>Achievements: EARRO provided technical support to the Red Cross Society of Eritrea with its water and sanitation programme approach based on the IFRC’s global water and sanitation initiative. This approach works towards a community based integrated water supply programming, encompassing the hardware and software components. The hardware component involves construction of micro-dams, terracing and tree planting, rehabilitation of piped water supply systems, repair and replacement of hand pumps, along with construction of school latrines and boreholes. The software component adopts an integrated community led total sanitation and participatory health and sanitation transformation (PHAST) methodologies that emphasize capacity building of communities to induce behavioural change and improve the sanitation and hygiene practices of targeted communities. Over 100,000 people were reached directly and indirectly. The water facility project will be evaluated in 2012 and EARRO will provide support.</p> <p>In addition, the Red Crescent Society of Djibouti was supplied with a cholera kit able to treat 1,200 patients. This enabled the National Society to assist hundreds of people suffering from a disease outbreak during the latter months of the year.</p>
<p>Programme component 3: Public health</p>	<p>Outcome: Strengthened community and emergency health response capacities at National Society level.</p> <p>Achievements: To achieve universal coverage of long lasting insecticide-treated nets (LLINs) in Burundi, EARRO provided financial and technical support to Burundi Red Cross which assisted the Ministry of Health in conducting mass distribution campaigns and hang up services to over 300,000 households. According to latest statistics from the national malaria control programme, the actual utilization of LLINs stands at 61 percent.</p> <p>Since 2010, home management of malaria project has been implemented in Malindi and Lamu (Kenya) with financial and technical support from EARRO. During the reporting period, community sensitization meetings were held in 85 villages reaching more than 3,500 community members with health education emphasizing on the importance of prompt treatment for fever amongst the targeted group. In addition, over 5,000 fever cases among children aged under five years were assisted by KRCS volunteers with ACT medicine. The</p>

	<p>project influenced the national malaria management policy. As a result, home management intervention was included in Global Fund “round 10”. The received grants will be rolled out in high malaria transmission areas during the coming years. The National Society also plans to address pneumonia and diarrhoea, in accordance with the integrated community case management approach.</p> <p>Due to its involvement in the humanitarian pandemic preparedness (H2P) programme that ended in 2010, the Uganda Red Cross was able to immediately respond to the yellow fever and ebola outbreaks during 2011, through awareness raising and handling of cases (especially ebola). The fast containment of the mentioned outbreaks was due to a strong coordination mechanism that had been established during the H2P programme.</p>
<p>Programme component 4: Community based health and first aid in action (CBHFA)</p>	<p>Outcome: Strengthened community health programming at National Society level.</p> <p>Achievements: In February 2011, the IFRC Africa Zone organized a CBHFA and monitoring and evaluation workshop for National Societies and Partner National Societies working in Africa, where participants had an opportunity to share experiences, tools and approaches on these areas.</p> <p>With this knowledge, Rwanda Red Cross identified 270 most vulnerable cells in 540 model villages throughout the country and focused its interventions on building safer and resilient communities. A Vulnerability and Capacity Assessment (VCA) was conducted in all model villages and plans of action developed. As malaria was identified as a major health problem in these villages, EARRO supported the National Society to develop a proposal that adopted a CBHFA approach. The National Society is mobilizing funds for this project.</p>
<p>Programme component 5: Maternal, newborn and child health</p>	<p>Outcome: Strengthened maternal newborn and child health programming at National Society level.</p> <p>Achievements: Refer to “public health” (programme component 3) above.</p>
<p>Programme component 6: Voluntary non-remunerated blood donation</p>	<p>Outcome: National Societies will have the capacity to assist Ministries of Health (MoH) at the education (or predisposing) level by utilizing their volunteers in community awareness programmes and being involved with MoH for episodic campaigns to attract voluntary blood donors.</p> <p>Achievements: National Societies in the region continued to be actively engaged in blood donor recruitment through their respective Red Cross youth networks. Under the theme of “More Blood, More Life”, EARRO financially supported Kenya and Burundi to celebrate World Blood Donor Day on 14 June 2011. During the event, Red Cross volunteers disseminated information about the importance of blood donation. They also undertook blood collection and honoured regular volunteer blood donors.</p>
<p>Programme component 7: Avian and human influenza pandemic</p>	<p>Outcome: Human morbidity and mortality, massive social disruption and related suffering caused by a pandemic minimized.</p> <p>Achievements: Proper coordination and implementation of the H2P programme by trained volunteers in 2010 ensured proper coverage of the target population. Moreover, these volunteers assisted in responding to other</p>

	<p>disease outbreaks. In Uganda for example, 2011 witnessed several disease outbreaks such as yellow fever and ebola. The coordination mechanism created during H2P was evolved to the National Epidemic Task Force, becoming a strong forum for planning an effective response to disease outbreaks with a wide scope of partnership, both public and private. Over 350 volunteers recruited and trained during the H2P programme were quickly mobilized for the yellow fever and ebola outbreaks and deployed to conduct sensitization and active case finding after brief reorientation. Through the community health actions and public awareness campaigns conducted during H2P, people’s health literacy (especially on disease transmission mechanisms and control measures) improved such that when the ebola outbreak and other diseases like yellow fever were reported, many people already knew what to do since the prevention principles for both ebola and flu are similar.</p>
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National Society Development

<p>Programme component 1: Support to National Societies institutional development processes</p>	<p>Outcome 1: National Societies are supported towards becoming strong and sustainable organizations that provide services to vulnerable communities.</p> <p>Outcome 2: Increased access to skills and resources for institutional development and change management.</p> <p>Outcome 3: The membership has functional structures and capacity for optimal organizational performance and accountability, including the wide sharing and operationalization of the Johannesburg Commitments.</p> <p>Outcome 4: Increased regional level human, financial and material resources for coordinated technical support to the membership.</p> <p>Achievements: EARRO continued to encourage all partners to support the transition of National Societies in the region from dependency on international project money to greater self-reliance. Burundi Red Cross is prioritizing the capacity to sustain a branch network that is able to mobilize and motivate volunteers. Its investments in branch level income generation are designed to achieve sustainable branches by 2014. EARRO supported this by making contributions to support branch costs in 2011 so that the National Society could invest in resource mobilization initiatives.</p> <p>Rwanda Red Cross is prioritizing the use of its land and property portfolio as a way of reducing dependency on international project money and ensuing branches and core services can be sustained independently. EARRO supported the National Society to prepare a business plan on use of its land and property, as a marketing tool to attract investors and bank loans.</p> <p>EARRO formed a Technical Support Unit, reflecting that relations with the National Societies of the region should not be based on management oversight or parallel structures, but on technical support based on strategic dialogue around where value can be added. A significant role for this unit and the IFRC in general, is Movement coordination. Each month, and more frequently as required, regional Movement partners hold round table meetings to agree on coordinated approaches.</p>
<p>Programme component 2:</p>	<p>Outcome 1: Governance and management of the National Societies are strengthened for effective leadership and service delivery.</p>

<p>Leadership and management development</p>	<p>Outcome 2: All statutory and coordination bodies meetings are carried according to the constitutions and the terms of reference.</p> <p>Achievements: Two National Societies are set to go through important transitions in 2013:</p> <ul style="list-style-type: none"> • Tanzania Red Cross is electing new governance in 2012 and 2013, which in turn will likely be charged with overseeing transitions at an executive level during its tenure. Funds to support this election process were secured during the reporting period. • Djibouti Red Crescent increased engagement throughout 2011, largely due to the work of ICRC and the British Red Cross. A visit to Burundi by the deputy Secretary General and President of the National Society generated interest in new models of working. For now, the capacity of the Djibouti Red Crescent remains limited compared to other National Societies in East Africa, and renewed engagement with Movement partners and peer support from National Societies in the region should contribute towards positive capacity development. <p>EARRO maintained a regular dialogue with National Society leadership and technical staff, convening thematic and network meetings. The National Societies' Secretary Generals met in Nairobi to prepare for the statutory conferences, and twice in an RC-NET capacity.</p>
<p>Programme component 3: Volunteering development</p>	<p>Outcome: Volunteering development is effectively coordinated in the five implementing National Societies.</p> <p>Achievements: The National Societies of Burundi and Rwanda have been working through a wide network of community volunteers to implement sustainable initiatives, as reported on under the disaster management programme. This has ensured that the communities are resilient to certain crises such as drought, floods or landslides and, at the same time, their livelihoods improve through “invisible” activities.</p> <p>EARRO has focused on supporting “invisible” volunteer action – work not picked up in reports but that contributes meaningfully to build resilience. It has also focused on giving this work profile, so that donors and partners can feel confident about investing in volunteer action as an end in itself, rather than containing their activities within projects.</p>
<p>Programme component 4: Youth development</p>	<p>Outcome: All five National Societies have vibrant Red Cross youth that play meaningful role in services delivery to the vulnerable people.</p> <p>Achievements: Youth development is now led by the Youth network of RC-NET, which remains the most autonomous and active of all the groups formed within the RC-NET. The Youth network continued to function, mobilize and motivate throughout 2011, and did this independently with little support from EARRO.</p>
<p>Programme component 5: Planning, Monitoring, Evaluation and Reporting (PMER)</p>	<p>Outcome 1: Integrated PMER systems and structures in place within National Societies for more effective and efficient management of programmes.</p> <p>Outcome 2: Enhanced National Societies and East Africa region units' skills and capacity to deliver quality programmes.</p>

Outcome 3: Improved understanding of key programming elements in the core Federation programmes by National Societies and Federation staff.

Outcome 4: Increased compliance to Federation and donor reporting requirements/standards among National Societies and the Federation Secretariat staff.

Achievements: The Planning and Evaluation department in Geneva, in conjunction with the PMER department at EARRO, organized a PMER workshop in Nairobi, Kenya from 13-16 September 2011. Participants included 11 National Society representatives from the East Africa region, three National Societies from West Africa, EARRO staff and one Partner National Society staff. The purpose of the training was to build the capacity of participants in results-based management as well as a shared understanding and vocabulary for planning and monitoring and evaluation. Trained staff from Tanzania and Uganda have been able to cascade the acquired knowledge and PMER tools to staff and volunteers in their National Societies. Other National Societies are also planning to conduct this training at all levels (branch and headquarters).

A new programme management tool for EARRO was developed. The tool allows budget holders to monitor the implementation rates of their projects/programmes against deadlines for submission of reports. In the long-run, this tool will help managers to keep better track of their projects and ensure 100 percent implementation rate, along with timely submission of reports.



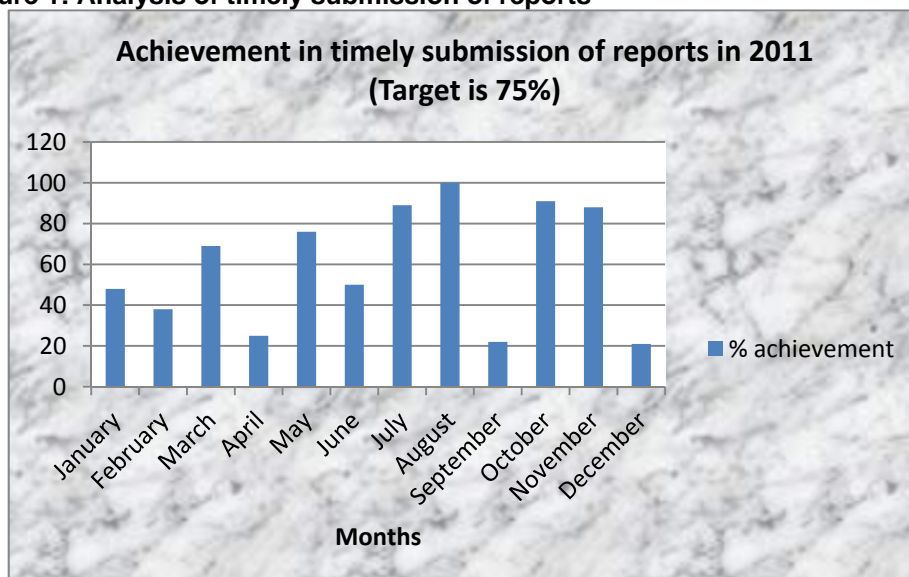
Outcome of a group discussion on constraints in reporting that affect their quality and timely submission. Photo: IFRC

A quality assurance meeting was held in May 2011 to agree on how to deliver the quality assurance agenda in East Africa. In addition, the PMER department is a member of the inter-agency working group on quality and accountability. Such a forum has helped in holding discussions on understanding the meaning of quality and accountability for different

stakeholders as well as the standards that exist within the humanitarian network.

The region progressively improved in terms of timely submission of reports during the reporting period, as demonstrated in the graph below.

Figure 1: Analysis of timely submission of reports



Based on the set target of 75 percent, the region was able to reach and surpass it in five out of 12 months, with August having the highest achievement at 100 percent. This was an improvement as compared to 2010, where achievements which were below 30 percent. The month of September registered the lowest achievement, due to the launch/revision of several appeals during this period, in response to droughts and population movements in the region. On the other hand, the months of October and November registered one of the best results due to surge capacity support as a result of the Horn of Africa operation.

To register greater improvements in timely submission of reports, it was recommended that an extra person is recruited to support the department in reporting/resource mobilization and another one for monitoring and evaluation. In addition to timeliness, this would allow more concentration on quality reporting as well as greater support to National Societies in PMER/resource mobilization.

Programme component 6:
Resource development

Outcome 1: Increased capacity of the 14 National Societies covered by the regional hub to mobilize and generate resources both domestically and internationally to ensure reduced external donor dependency.

Outcome 2: Increased (major) sources of funding for annual plans and emergency appeals for the Eastern Africa region.

Outcome 3: Knowledge-sharing (internally and externally) and data management tools, systems and procedures in resource mobilization in place and functional.

Outcome 4: Strengthened coordination and network between the East Africa region, National Societies and other stakeholders for effective regional and domestic resource mobilization.

Achievements: In 2011, resource mobilization ensured that EARRO and National Societies in the region had adequate resources to support ongoing development programmes as well as respond to the various disasters that occurred. The resource mobilization department, in collaboration with the technical support unit, provided support to National Societies to mobilize resources both internationally and locally. Few notable examples include support provided to:

- The Kenya Red Cross to secure a one million euro (approximately 1.2 million CHF) grant from ECHO to mitigate the risk of cholera outbreaks and other health challenges in arid lands of Kenya;
- The Kenya Red Cross to secure funding from USAID/OFDA (USD 899,486) for drought response and emergency preparedness;
- The Red Cross Societies of Kenya and Rwanda in securing funding from the Japanese government (CHF 556,916) to implement disaster risk reduction activities; and
- The Burundi Red Cross to successfully apply and receive funding from the Empress Shoken Fund grants (CHF 24,000).

EARRO also provided technical support to the National Societies to develop their annual plans and organize partnership meetings through which the plans were funded. Further, the Red Cross Societies of Burundi and Rwanda were supported to develop a resource mobilization strategy, map out the local corporate environment, establish partnerships with key corporate organizations in their respective countries to support their programmes, and build the capacity of resource mobilization focal persons in the National Societies. As a result, the National Societies started fundraising initiatives locally through the use of their land as well as other services, including ambulance and first aid.

To ensure that National Societies in the region had adequate resources to respond to droughts and other emergencies, technical support was provided to Kenya, Ethiopia, Somalia and Tanzania in the preparation/revision, quality assurance, publishing and marketing of the drought emergency appeals. EARRO sought funding for the appeals from Movement partners including new Partner National Societies in the region, for example the Red Cross/Red Crescent Societies of Austria, New Zealand, Bosnia and Herzegovina, Hong Kong, Iran and Taiwan. Support was also sought from non-traditional donors such as multilateral agencies like USAID/OFDA and ECHO, foundations such as One Foundation in China, as well as corporate firms such as Coca Cola, Nestle, Kraft Foods, among others. EARRO also supported local fundraising initiatives started by National Societies to raise funds for the drought appeals.

The resource mobilization department played a key role in supporting EARRO and National Societies in managing donor relations within and outside the Movement. This was done by sharing donor rules and regulations with concerned budget holders/programme managers; training and ongoing coaching/mentoring to National Societies' staff implementing projects to ensure funds were spent according to the stipulated donor guidelines/earmarking, as well as supporting them to respond to donor queries and concerns.

Principles and Values

<p>Programme component 1: Promotion of Fundamental Principles and Humanitarian Values</p>	<p>Outcome: Improved understanding and application of Red Cross and Red Crescent Principles and Humanitarian Values by Eastern African National Societies.</p> <p>Achievements: Following the assessment of communication needs of the Red Cross Societies of Tanzania, Sudan, Rwanda and Burundi, by EARRO, the National Societies received support such as purchasing basic key equipment and receiving training on their usage. This effort went a long way in collection and timely dissemination of information. National Societies also participated in the production of various documents such as “Our World, Your Move.”</p> <p>A humanitarian diplomacy event was held in Nairobi, Kenya during the annual 13th World Red Cross Red Crescent day. It was attended by secretary generals from National Societies across the region, as well as UN representatives and foreign ambassadors based in Nairobi. Through this event, the Movement shared its principles, values and strategic plans, as well as information about its ongoing emergency operations, specifically the Horn of Africa operation.</p>
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Constraints or Challenges

The Red Cross Red Crescent effectiveness creates expectations in communities that they are always at the receiving end of aid. Shifting drought management to allow community action to lead the approach hinders progress and is met with resistance. Additionally, local level actions seem minimal compared to larger projects that are more visible (for example, construction of boreholes, distribution of food and large scale de-stocking, among others). National Societies headquarters’ expectations of branches is more for project implementation and reporting on activities carried out or in the emergency period as part of the relief structure. Moving National Societies’ structures to accommodate and build on community action as one of the day-to-day activities at branch level remains a challenge, as it requires amendments to the reporting and working culture within National Societies.

Working in partnership

EARRO organized regular meetings with Partner National Societies to share with them information and updates on progress, challenges and needs related to the Horn of Africa operations undertaken by National Societies, as well as other existing initiatives. This helped in generating a consensus, common understanding and collective position in support of National Societies. EARRO also participated actively in external meetings organized by donors and UN agencies, which provided an opportunity to influence donor, UN and international NGO policies regarding the recurrent crisis in the Horn of Africa. Further, EARRO’s communication department co-led the preparation of an advocacy brief, “*Transformation in the Horn of Africa: learning from the food crisis and the way forward*”, which was shared on 20 December 2011 by the regional inter agency group.

Upon the start of the population movement operations for Somali refugees by the Kenyan Red Cross, EARRO supported and participated in coordination meetings with UNHCR and international NGOs at various levels to identify the scope of the National Society’s role in Dadaab.

The regional representation is a member of various inter-agency working groups including on disaster risk reduction, food security/nutrition, quality and accountability, communications, cash transfer programming and human resources among others. These forums provide an opportunity for it to share and learn best practices and developments in the humanitarian world, as well as to coordinate initiatives. Other members of these working groups include FAO, UNDP, UNHCR, IOM, Care, World Vision and People in Aid, among others.

Contributing to longer-term impact

Recurring droughts and floods often cause a massive loss of lives and livelihoods leading to a situation of destitution that provides very limited choices. Timely actions are important to ensure that communities transition into livelihoods that are not severely compromised by these hazards. This can be through saving livestock during dry seasons either through selling on time and getting good prices, or taking preventive action following forecasts to ensure fodder remains available throughout the drought periods. It also includes establishing community-monitoring systems for flood prone areas and communication between the highland and lowland communities. Thus, the focus is on helping communities identify these hazards and risks and managing how to navigate around them. In drought prone areas, the diversification of livelihoods is a key to survival because drought periods last longer and occur more frequently, thus traditional ways of livelihood will no longer be sustainable.

In the Kenya Red Cross, the malaria programme has been registering success due to increased involvement of volunteers in activities. Motivation of these volunteers through proper training and providing appropriate equipment for their field activities will ensure a wider coverage of correct use of LLINs and prompt treatment of malaria cases, which would contribute to reduced incidence of malaria cases and reduced deaths as a result of malaria.

For programme impacts to be clearly visible, PMER focal persons at National Societies' level are working together with their programme counterparts to ensure that the added value of implemented activities is clearly highlighted. Through "hearing the voices" of the target population, National Societies will be able to improve their programming so as to deliver quality services to communities and reduce vulnerability of the people they serve. To encourage production of quality reports, feedback on good reports is shared with National Societies to encourage them to continue with the trend and for others to learn from the same.

Looking ahead

The Greater Horn of Africa Climate Outlook Forum forecasted near normal to below normal rainfall in drought-affected areas across the region. The March-May rain season is crucial for improving pasture, crop production, and conditions for livestock. With this in mind, EARRO will continue supporting National Societies in priority areas stipulated in the Horn of Africa Framework to address the affected populations. More emphasis will be put on the learning and advocacy aspects of the Framework and the following will be conducted to this end:

- A mid-term evaluation of the Kenya drought response will be completed and lessons learned shared and incorporated in ongoing and future plans.
- An advocacy strategy will be developed and informed by the various learning initiatives that IFRC's East Africa team engaged in and supported.
- Volunteer action in the drought response will be investigated and results published in study papers to demonstrate the efficiency and effectiveness of volunteer actions as a main niche for the IFRC and its National Societies.
- IFRC's Framework for Horn of Africa will continue to promote and support the National Societies in scaling its approach in building community resilience while responding to humanitarian needs.
- An IFRC [Longer Term Planning Framework \(2012-15\)](#) will be developed upon, building learning from the Horn of Africa framework and added value of the role of IFRC support to National Societies.

How we work

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

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

www.ifrc.org
Saving lives, changing minds.



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

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

Find out more on www.ifrc.org

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