

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## ***EAST AFRICA***

12 June 2002

*This Programme Update is intended for reporting on Annual Appeals.*

*Appeal No. 01.07/2002*

*Appeal Target: CHF 4,500,366*

*Programme Update No. 1; Period covered: January-March 2002*

### *“At a Glance”*

*Appeal coverage: 61.5%%*

*Related Appeals: Emergency Appeal no. 14/02; Kenya: Floods*

*Outstanding needs: CHF 1,730,678*

*Summary/Update: Despite taking major efforts to offer high quality technical services which build the capacities of national societies in the region, to coach the delegation integration process which offers African national societies more autonomy and responsibility for their actions, and to create new ways of working which rely more on regional resources such as RC-NET and exchanges, to date the Regional Delegation’s Annual Appeal remains relatively poorly funded. More support and funds are needed for the communication and information programmes and for the overall co-ordination and management of the Regional Delegation.*

### ***Operational Developments***

Two major events occurred over the reporting period: the volcanic eruption in Goma (DR Congo) on 17 January which initially caused some 400,000 persons to flee into neighbouring Rwanda, and an outbreak of meningitis in Ethiopia. Both emergencies required the mobilisation of human resources from the Regional Delegation and affected to a certain degree the planned activities in the region.

### ***Regional Disaster Preparedness and Response (DP/R)***

***Objective 1: to build up/strengthen food security capacities/programmes at regional and national levels.***

A working group on Food Security was established through a 5-day meeting organised by the Regional Delegation in January. The group wants to assist national societies in the region to initiate, develop, strengthen and implement food security programmes in line with the Ouagadougou Declaration. An action plan for 2002-2003 to assist 8 national societies with their food security programmes was drawn up during the meeting.

The Rwanda Red Cross Society was assisted to conduct a Vulnerability Capacity Assessment (VCA) in the Karaba district of Gikongoro province in February. The report of the study has been compiled and will be discussed with the local authority of the district to prioritise interventions for a community based risk reduction and food security project.

The Regional Delegation assisted the Ethiopia Red Cross Society in conducting two VCAs in the South Wollo and East Harerghe branches during the quarter. Data analysis is currently underway and will complement the

ongoing development of a food security strategy for which the pilot branches of West Wollo, East Harerghe and Jijiga have been submitting monthly situation reports since the end of January. Good relationships have also been established at district level between the pilot branches and the Ethiopian government's Disaster Preparedness and Prevention Commission.

Two training workshops were organised for two branches of the Sudanese Red Crescent Society in February: one on data collection, analysis and reporting for 24 staff and volunteers from the North Kordofan branch, and another one on community based disaster preparedness for 30 community leaders in the Red Sea State branch. At the second workshop, the concept of disaster preparedness and contingency planning was introduced and the formats for assessment and reporting at branch level discussed.

The Kenya Red Cross integrated food security programme for Machakos branch kicked off on 7 March 2002 through a briefing session organised by the national society's Disaster Committee, which outlined the implementation plans for the programme. The proposal was drawn in the second quarter of 2001 under the technical guidance of the Regional Delegation and is being funded by the Spanish Red Cross, whose representative attended the briefing.

A 5-day food security workshop to assist the Uganda Red Cross to operationalise its food security commitment was held for staff and volunteers from food insecure regions in February. The workshop drew up an action plan for 2002/3 to kick-start the national society's strategic food security planning process.

***Objective 2: to improve readiness for political disturbances/population movement scenarios.***

The Regional Delegation is finalising plans to establish the Working Group on Political Disturbances and Population Movement by the end of April 2002.

The Regional Delegation provided assistance to the Kenya Red Cross in preparing for the implementation of the contingency plan for the 2002 General Elections in Kenya. The implementation is scheduled to kick off by mid April 2002 and includes training of action teams in major towns and hot spots, public awareness, and mass dissemination. The national society will take the lead role in the implementation while the ICRC and Federation will provide back up support.

The Regional Delegation provided staff for the Regional Disaster Response Team deployed to assist the Rwanda Red Cross in conducting an assessment following the volcanic eruption near Goma. The Regional Delegation staff assisted with the relief operation and provided assistance in settling 7000 Congolese refugees in Mudende Camp, and in conducting training on camp management to 25 volunteers from the national societies of Uganda, Congo and Rwanda.

Fourteen national society officers with an emergency response background were trained as members of the global FACT Team from 28th January- 8th February, 2002 in Addis Ababa, Ethiopia as part of an effort to enhance the capacities of national societies in the region to respond effectively and efficiently to small and medium disasters. At the same time, the Kenya Red Cross Director of DP/R has been nominated to represent national societies from the region at the Emergency Response Unit (ERU) Team Leaders Workshop to be held in May in Ferney-Voltaire, France.

***Objective 3: to improve preparedness for seasonal floods/cyclones, especially in urban centres***

The Regional Delegation has been brokering a partnership with UNEP for an Africa-wide programme on mitigation and risk reduction of floods and drought. The proposal focuses mainly on influencing policies both at local and national levels, and a draft brochure aimed at promoting the agreement has been developed.

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

The national societies of Rwanda, Sudan and Ethiopia are involved in production of DP policies and plans. The Ethiopia Red Cross organised two training workshops in which a total of 43 branch secretaries were introduced to the draft DP policy and trained in disaster management. The draft DP policy of the Rwanda Red Cross has been completed and is ready for presentation to the national society's Board for approval. The national society has also been participating in the development of the government DP policy and framework. The Sudanese Red Crescent held a meeting in February attended by senior management and branch representatives to kick off the process of establishing its DP policy.

The Regional Delegation assisted the Bangkok and Abidjan Regional Delegations with technical information on the formation of a Regional Disaster Response Team (RDRT).

***Objective 5: To improve overall national societies' 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).***

***Direct support to Federation/national societies 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.***

The procurement department continued to offer support to countries within the region during the quarter.

The telecom department completed the installation of the computer network at the Regional Delegation, allowing for better access and quicker response to the needs in the field. The telecom manager also undertook a ten days mission to Rwanda to set up the radio network and assisted the national society in recruiting a new radio operator.

***Contribute to training activities in various technical areas of Logistics and disaster response to national societies' local staff and volunteers as well as delegates, in particular in the Logistics and Regional Disaster Response Team (RDRT) workshops.***

The RLU is playing an active role in the task force on disaster response in the region and is assisting in the selection of candidates and providing inputs on the further development of the RDRT.

***Coordinate 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 out source some activities and professional and commercial companies.***

The fleet base will be reinstated in Nairobi during the next quarter, marking a big increase in the activities of the transport department. The recruitment of a professional and experienced staff member to take up the newly opened position will commence shortly.

***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 database, Logistics mapping database and other relevant Logistics matters.***

Discussions are ongoing to replicate initiatives taken by the Logistics Department in Geneva in the Nairobi RLU. Both locations are looking into their database and information requirements.

### **Constraints and solutions**

The RDRT deployed in the Goma volcanic operation in Rwanda encountered difficulties in the field due to lack of necessary basic facilities like laptops with e-mail, printers, mobile phones and other support equipment. This problem is being addressed with funding from the British Red Cross.

Due to budget constraints the RLU did not renew 4 staff positions between the end 2001 and the end of the first quarter in 2002.

## **Health and Care**

### ***Regional Health and HIV/AIDS Programme***

***Objective 1: To 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 national societies and volunteer management personnel (Djibouti, Burundi, Kenya, Madagascar, Sudan, and Tanzania).***

The Regional Delegation conducted a one-day ARCHI training workshop for health and medical staff from the Kassala and Khartoum branches of the Sudanese Red Crescent . The overall objective of ARCHI 2010 and the

criteria for decision making and engagement in public health problems were presented. Results from the workshop have assisted in redirecting and focusing the planning process of the Kassala branch.

As part of the new integrated approach at the Regional Delegation, the health delegate supported the water and sanitation department in facilitating a session to introduce ARCHI during a PHAST training workshop for the branches of the Ethiopia Red Cross. Several branches of the national society will be selected to pilot the integrated approach that is envisaged to minimise vertical implementation of health components and enhance the national society's ability to scale up interventions and gain a wider reach at branch/community level.

***Objective 2: To 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.***

A presentation was made on the ARCHI framework, its provisions and links to food security, nutrition and public health problems during emergencies at the Food Security working group meeting in February. The importance for ARCHI to prioritise and focus on one of the three major areas of food security, access, availability or utilisation was also highlighted. This meeting also provided an opportunity to apply an integrated approach between health and other programmes through building the capacities of participants on how to measure and meet the nutrition requirements during emergency (refer to DP/R section for more details).

A session on ARCHI 2010 was facilitated at a Health and HIV/AIDS workshop for senior branch managers and health officers from the Somalia Red Crescent Society. The aim of the workshop was to introduce ARCHI and assist the national society to integrate ARCHI into health projects, and to identify and prioritise interventions in line with the ARCHI strategy. The national society's priority HIV/AIDS strategy for 2002 was also outlined and plans of action for implementation at the branch level developed, focusing on community involvement to reduce household vulnerability to HIV/AIDS and other prevalent public health problems. In addition information on reproductive health and STD/HIV/AIDS programme activities in Somalia was shared amongst participants.

A preparatory meeting was held with the facilitators for the upcoming training workshop on community empowerment for branch health co-ordinators scheduled for May in Nairobi.

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

The Regional Delegation presented a proposal to play a more proactive role in supporting and enhancing the capacities of national societies with little or no "ARCHI-type" health initiatives established. The strategies to be adopted by the initiative include:

- using the ARCHI framework as a tool to create clear demonstrable impact on the branch and the targeted communities;
- integrating an organisational development component in the health and care ;
- being proactive;
- allocating the majority of the resources to the branches;
- joint planning and including a phasing out

A concept paper and draft proposal for the strategy involving all the regional programmes is being developed and will be shared with national societies.

***Objective 4: In collaboration with Organisational and Development delegates, ensure the development of the volunteer management system to promote and work through reliable coaching systems in 3 selected national societies.***

Assistance was provided to the Kenya Red Cross in planning for the National Mass Measles Campaign scheduled for June 2002. This included a one-day workshop for immunisation focal persons who will train the branch coaches using the ARCHI tool kits who will in turn train, supervise and monitor the volunteers in the six districts of Machakos, Nyeri, Garissa, Tana River, Kibera and Rachuonyo.

The Regional Delegation made a presentation on the ARCHI 2010 during the Branch Development and Twinning workshop, emphasising on the integration and inter-sectoral aspect of ARCHI, and also drew recommendations on how to implement the framework at the branches.

***Objective 5: To promote and support the integration and implementation of HIV/AIDS related issues into existing Regional Delegation Nairobi and national societies' programmes (Health; Organisational Development; Information, Communications and Promotion of Humanitarian values; Disaster preparedness and Response, and Youth programs).***

Technical advice and monitoring missions were undertaken in Ethiopia and Rwanda. A consultant was deployed to assist the Tanzania Red Cross in developing its HIV/AIDS strategic plan. The Red Cross Society of Eritrea was assisted in its HIV/AIDS strategic planning process. Assistance was also provided to the newly recruited Kenya Red Cross Director for Health and Social Services to initiate a similar process.

The Regional Delegation continues to pilot its HIV/AIDS Workplace training program for all staff in partnership with the Network of People Living with HIV/AIDS (NAP+), Women Fighting AIDS in Kenya (WOFAK), and the National Network of people living with HIV/AIDS in Kenya (NEPHAK). The delegation also continues to identify staff training needs and questions related to HIV/AIDS and has set up a special notice board billboard to keep staff regularly informed on the latest news on HIV/AIDS in Kenya, as well as practical information on how to access Voluntary counselling and testing and medical care. Guidance and support to staff already affected by the epidemic is also being provided, and male and female condoms dispensers are about to be installed in all toilet facilities. The Regional Delegation workplace programme is supported by the Norwegian Red Cross.

The Regional Delegation produced Red Cross/Red Crescent guidelines for managers on HIV/AIDS in the workplace which was presented and discussed at the Health and Care Retreat in Geneva. The guideline will be developed further in collaboration with the Federation Secretariat.

Following advocacy efforts undertaken by the Regional Delegation, the first regional session to address workplace HIV/AIDS related issues with the governance and senior management of national societies in the region is planned to be held during the upcoming annual partnership meeting in June in collaboration with the Centre for African Family Studies. Three national societies from Ethiopia, Kenya and Uganda have committed to pilot a workplace programme for staff and volunteers under the guidance of the Regional Delegation.

A partnership has been established between the Regional Delegation and Bamburi Cement/ Lafarges Group, a private sector company, for an HIV/AIDS Workplace programme for the company staff. A pilot feasibility project is to be implemented through the Kenya and Uganda Red Cross Societies in the company's offices.

The quarterly Team Management Meetings are being used as a platform to further integrate and mainstream HIV/AIDS into all regional programmes.

The Regional Delegation provided input to the Global Organisational Development Think Thank in Grenada, whose purpose was to identify critical organisational capacities for effective HIV/AIDS response.

The Regional Delegation participated in the production of a web site story and video illustrating stigma and discrimination against people living with HIV/AIDS. The HIV/AIDS home based and community care interventions of Kenya and Rwanda Red Cross Societies were also documented to serve as a tool for other national societies and the Federation Secretariat to launch a global campaign during the World Red Cross/Red Crescent Day celebrations on 8 May.

***Objective 6: Partnerships between national societies and Governments/National AIDS Control programs (NACP), UN theme group on HIV/AIDS and groups of people living with HIV/AIDS (PLWHA) go beyond declarations of intentions and information sharing to joint planning and resourcing.***

Numerous efforts were made during field visits to link up national societies with various stakeholders in HIV/AIDS. The Ethiopia Red Cross presented a critical review of its HIV/AIDS programme and its operational plans for the next two years to the international community and managed to secure additional funding from Pathfinder International, UNICEF and the Netherlands Embassy. The Red Cross Society of Eritrea has been proposed to join the United Nations Technical Working Group on HIV/AIDS and was offered funding from UNAIDS to support the launch and implementation of its global campaign against stigma and discrimination. The Kenya Red Cross has strengthened its partnership with the National AIDS Council, which is currently assisting the national society in developing its five years HIV/AIDS strategic plan. Despite these modest

achievements, more work needs to be done by national societies to develop new partnerships and sustain existing ones.

Joint activities for 2002 under the partnership between the Regional Delegation and the Network of African People Living with HIV/AIDS (PLWHA) have been developed and include a joint training programme on advocacy and networking and joint implementation of the RC/RC campaign to fight stigma and discrimination. Others include the joint Ambassadors of Hope missions to empower People Living with HIV/AIDS (PLWHA) associations and develop partnerships between national societies and PLWHA networks in difficult to reach countries like Djibouti, Eritrea, Somalia and Sudan. A regional PLWHA officer is currently being recruited by the Regional Delegation to support the implementation of the partnership, which is expected to improve the quality and impact of RC/RC interventions and empower PLWHA networks. An abstract of this partnership has been prepared and is to be presented jointly with NAP+ at the XIV International AIDS conference in Barcelona.

During the quarter, particular efforts have been made to market, share and disseminate through the ARCHI Weekly news, HIV/AIDS interventions undertaken by the Regional Delegation and National Societies of Kenya, Rwanda, Ethiopia, Tanzania, Uganda and Somalia.

***Objective 7: To promote regional networking to ensure support, co-ordination and sustain ability of interventions, information sharing and exchange/provision of technical expertise.***

Most HIV/AIDS interventions of national societies in the region are still at their initial stages of implementation and not much could be done as there is little to share at this stage. However, the Ethiopia Red Cross through its President is willing to lead and mobilise other national societies in the region around the HIV/AIDS in the workplace issues. A study visit and exchange programme is also being organised for staff from the national societies in Ethiopia, Rwanda and Kenya on home based and community care if resources permit. All HIV/AIDS initiatives from both the Regional Delegation and national societies are regularly shared through biweekly and quarterly Regional Delegation reports. The Regional Delegation is developing a prototype of “ Best Practices Brief “ to document and quickly share innovative interventions of National Societies. The first issue is to profile the Rwanda Red Cross HIV/AIDS Home based and community care programme. An information pack on the regional HIV/AIDS programme is also about to be produced.

***Constraints and solutions of the Health and HIV/AIDS programmes.***

Most regional delegates are travelling extensively making cross-departmental interactions and integration of HIV/AIDS into other programmes very difficult. Discussions are ongoing to co-ordinate and ensure better planning and prioritisation of the HIV/AIDS interventions within the regional programmes.

***Water and Sanitation***

***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.***

The Thika Branch of Kenya Red Cross Society was assisted to rehabilitate a spring and a shallow well fitted with a hand-driven water pump to supply water to 500 internally displaced households in Kieni district. Sanplats for latrines and bath shelters were provided on a food-for-work basis accompanied by health education. A group of community members and national society volunteers were also trained in rehabilitation of water supply systems and the Participatory Hygiene and Sanitation Transformation (PHAST) health education methodology.

Drilling activities to develop new ground water sources for the Lugufu camp in Tanzania, which commenced in January 2002, were completed at the end of March. The boreholes will be fitted with pumping systems and connected to the existing water and reticulation system, thereby greatly reducing the running costs of the current water trucking system.

The ongoing refugee operation in Lugufu (Tanzania) had a no-cost project extension granted for the water and sanitation component. In order to continue providing support to the 77,000 refugees in the two camps, the Tanzania Red Cross was supported in preparing a proposal to EUROAID seeking to significantly reduce the

operation and maintenance costs by adopting a ground water source as opposed to the current surface water source.

In the South West Refugee Operation (SWRO) in Uganda, drilling of 12 bore holes in the Nakivale refugee camp is ongoing and upon completion will see the introduction of a cheaper and manually operated water supply system to replace the current water trucking system.

A two week PHAST training was organised in Ethiopia for a total of 31 branch representatives. PHAST activities will be piloted in 6 branches of Ethiopia Red Cross. A one-week PHAST follow up mission was also made to Lugufu refugee camp in Tanzania to assess the hygiene and sanitation status in the camp.

***Objective 2: National societies and Federation WatSan human resource development. Building a Regional WatSan Team and Human resource database.***

A new programme officer has been recruited by the Regional WatSan team to focus on engineering aspects. Due to an increase in the demand for training in the PHAST methodology within the region, a regional PHAST team comprising of 5 trainers is being formed to carry out training and monitoring of PHAST activities within the region.

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

An assessment was carried out together with the Thika Branch of the Kenya Red Cross following the derailment of a goods train that spilled crude palm oil into a river supplying domestic water for 3000 people in the nearby villages. The results indicated that the water was unfit for human and livestock consumption and the national society has been supplying water trucking to the affected people pending a follow up assessment to determine the safety of the river water.

The Regional water and sanitation delegate was part of the part of the Regional Disaster Response Team (RDRT) deployed to Rwanda to carry out a multi-sectoral assessment following a volcanic eruption in Goma.

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

Consultations were held with other regional programmes (Disaster Preparedness/Response, Health, HIV/AIDS and Organisational Development) to adopt an integrated approach in providing support to national societies in the region. As a first step in this direction, an initial concept paper for the planned ARCHI pilot in the region was developed jointly with the regional Health and HIV/AIDS delegates.

***Constraints of the programme***

Pending the development and implementation of a long-term strategy and programme proposal scheduled for June 2002, the impact of the water and sanitation programme will be limited. However, on the basis of this proposal it is envisaged that long term funding and partnership can be forged.

***Humanitarian Values***

***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.***

The Regional exchange of communication officers started during the quarter with a two months training at the Regional Delegation for the Kenya Red Cross dissemination and information officers, a group of volunteers members of the national society's editorial board, and a journalist from a local newspaper. The "hands on" training is aimed at improving their capacities in publications and audio-visual production using different publishing and editing software. The trainees have produced the Kenya Red Cross First Aid Manual, newsletters, updates, monthly publications, and video reports of the water and sanitation project in Kieni for the World Water Day celebrations. In addition, various activities of the national society and a video of the Regional Disaster response Team have also been produced.

A video of an HIV/AIDS play was produced for the Somalia Red Crescent, which has been distributed to all the branches of the national society. The Ethiopian Red Cross Strategic Development Plan was also printed and presented to the national society.

Support was provided to the Africa volunteering programme workshop in Kinsasha (DR Congo) through a mission in February. Support in communications and in rough cutting of video on the national society's new HIV/AIDS project in Matadi branch was also provided.

Together with the ICRC the Regional Delegation is assisting the Red Cross Society of Eritrea with the design of a new publication called "Eritrea Red Cross Profile".

Support was provided to a freelance journalist sent by Geneva to record an footage on the HIV AIDS project of the Kisumu Branch of the Kenya Red Cross. The Media Department in Geneva is currently editing the video. Following a request by the German Red Cross, the Regional Delegation produced a 30-minute footage of its orphans project in Rwanda.

The first steps towards the replication of the Latin America initiative on the distance learning course for communicators launched by the Guatemala Regional Delegation have been initiated with the collaboration of United States International University-Africa.

A concept paper has been drafted suggesting ways of co-operation between the Regional DP/R and Communication departments to improve knowledge sharing through documentation and will go towards building the capacities of the communications departments of Ethiopia, Sudan and Rwanda Red Cross Societies.

***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 co-operation and support among all key stakeholders.***

Regular contacts were maintained with the ICRC information delegate and the local and international media representatives in Kenya. These included the publication of articles on the water and sanitation project in Kieni and video footage on Kieni for a one-minute spot for Kenya Broadcasting Corporation. Articles were also provided for the World Water Day.

The Regional Communications delegate was among the members of the Regional Disaster Response Team deployed to the volcano emergency in Rwanda. During this mission, the delegate assisted in broadcasting interviews, in producing articles for the Federation web site, and in providing regular updates of the situation in the field to other media houses.

***Constraints and solutions.***

The Information/Communication Unit has been operating with only one delegate since the departure of the former Information delegate in January. However, a new Information delegate has been recruited to replace her and will begin work in the second quarter.

## ***Institutional and Resource Development***

***Objective 1: To promote and develop good governance and management within national societies of the region.***

Following the acceptance of applications by Comoros and Mauritius to the Federation's Capacity Building Fund in January, planning visits were made to both countries to draw up training plans for Governance at local and central levels scheduled to begin in May 2002. The Regional Delegation will also provide Governance training to the new Board of Rwanda Red Cross following the General Assembly held on 6 April.

The Kenya Red Cross branches in Muranga and Embu were visited as part of the ongoing review of the Branch Development Programme. Advice was given on good governance and team relationships to the Muranga Branch, and on the need for transparency, the role of governance in ensuring proper management to the Embu

Branch. The national society headquarters has made a follow up mission to the Embu branch. However, the Branch Development Programme review has proceeded very slowly mainly due to organisational and capacity limitations at the national society headquarters.

Several consultation meetings were held with the Somalia Delegation, the Norwegian Red Cross, and the Somalia Red Crescent over the implementation of the national society's 2002 plans. Among these is the national society/Federation workshop on branch organisation and management scheduled for September. Resistance to setting up of branch committees and new branches from Somaliland was also discussed and the common opinion was that the "independent" political status of the entity must be accepted for the purpose of successful planning and implementation of the national society's development programmes. However, this should not be allowed to compromise the principle of one united national society. The delegate also held discussions with the ICRC over co-ordination of support to the development activities of the national society, especially those relating to structural changes such as setting up of branch committees and new branches. There is need for the ICRC as lead agency to call regular meetings for all the national society's partners to discuss support to Somalia Red Crescent.

***Objective 2: To foster the development of strong national society branches as the key to national societies' ability to respond to the needs of the most vulnerable***

The Finnish Government, through the Finnish Red Cross, accepted a two-year proposal to support the capacity building of the Djibouti Red Crescent. This proposal provides for significant training and development of branch capacities in the area of community health in order to raise the national society's visibility. Activities will begin in the second quarter.

The training to be provided to the Comoros Red Crescent through the Capacity Building Fund also includes training in Project Cycle Management, which will enhance the capacity of the Regional Committees to develop proposals to local partners and donors.

During the visit to the Kenya Red Cross Muranga and Embu branches, advice was provided on volunteer recruitment and management, and in particular on involvement of volunteers in identifying, planning and implementing vulnerable groups activities. Other issues addressed included community support towards local resource mobilisation, and proper management of the branches financial and other resources. The Sudanese Red Crescent was assisted in planning for an RC-NET regional branch development workshop scheduled for September in Khartoum.

***Objective 3: To strengthen the human resource capacities of national society staff and volunteers.***

Supported by the Regional Delegation the national societies of Seychelles and Rwanda proceeded with the development of their volunteer policies.

Plans have been initiated to recruit a representative from a neighbouring national society to facilitate the implementation of the Capacity Building programme in the Djibouti Red Crescent.

***Objective 4: To strengthen national societies' performance by contributing to the development of medium and longer-term 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 national society's capacities and will include long-term financial strategic priorities.***

The Seychelles Red Cross Strategic Plan was launched to the public in January and received wide media coverage. The document has attracted potential new local donors with whom the national society is maintaining continuous dialogue.

The first draft of the Rwanda Red Cross Strategic Plan was presented at the Partnership Meeting held in March. The Comoros Red Crescent is in the process of finalising its Strategic and Action Plans drafted in 2001, while Mauritius Red Cross is set to commence its strategic planning process in the second quarter.

Due to capacity constraints at headquarters, the Tanzania Red Cross revised the timetable for the preparation of the framework document for its 2002/5 strategic development plan from January to May 2002.

***Objective 5: To improve the foundations of national societies 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.***

A planned Statutes Commission meeting to complete the first draft of the revised Madagascar Red Cross statutes had to be postponed due to the tense political situation prevailing in the country. The meeting will be held as soon as the situation calms down.

The Comoros Red Crescent is finalising the first draft of its revised statutes. However, it is feared that the completion might be delayed due to the current constitutional elections in the country which are likely to have an impact on the structure of the national society and the relationship between the Headquarters and the regional committees.

The Rwanda Red Cross will be assisted with in the revision of its statutes following the General Assembly held on 6 April. The Regional Delegation has also been requested to advise the Mauritius Red Cross on articles of their present statutes due for review as part of an updating process.

***Objective 6: To contribute to new and enhanced partnerships amongst NS leading to effective and successful collaboration.***

A 3-day forum on Branch Development and Twinning was organised jointly by the Swedish Red Cross and the Regional Delegation in Nairobi. Six national societies from the region attended together with participants from the Mozambican, Swedish, French and Norwegian Red Cross Societies and representatives from the ICRC and the Federation Africa Volunteering Programme. The impact of twinning as a tool for promoting capacity building of branches was reviewed. A lot of interest was expressed in promoting south/south twinning.

A meeting of the RC-NET Task Force was facilitated at the Regional Delegation. Issues discussed included support from the Regional Delegation; approval of the 2002 plans of action of working groups; fund-raising for the network's activities; and planning for the June regional partners meeting.

***Objective 7: To provide national societies and the Regional Delegation programming with complimentary organisational development support for strengthening of national societies' capacities towards the realisation of programming activities.***

The Regional Delegation provided support to the Ethiopian Red Cross' response to a new meningitis outbreak in Ethiopia. Similar support was given to the Comoros Red Crescent during a cholera outbreak on the main island. A number of issues concerning volunteer management in the national society emerged and will form the basis of a case study to be developed during the second quarter.

***Objective 8: to assist national societies to develop systems and structures with improved financial management and reporting skills and to identify national and regional core income generating possibilities.***

## **Regional Financial Development Program**

***Assessment of needs and capacities of the national societies in the region.***

An agreement was reached with the Tanzania Red Cross over a plan of action for computerisation, and updating and harmonisation of the financial procedures.

***Improvement of national societies' financial systems and procedures taking into consideration existing capacities.***

The Uganda Red Cross has completed its Financial Procedural Manual expected to be endorsed by the national society Board in the second quarter. The national society's newly recruited internal auditor was assisted to develop a plan of action to implement the recommendations of the Uganda Red Cross external audit report.

A steering committee created to oversee the financial change process in the Sudanese Red Crescent has finalised the first draft of the Financial Procedural Manual. At the same time, the national societies in Tanzania and Ethiopia are nearing completion of their drafts. Six national societies in the region are expected to have completed such a manual by the end of 2002, creating a basis for sound, transparent and effective accounting procedures.

Ongoing assistance was given to Uganda, Ethiopia, Rwanda, Tanzania, Ethiopia and Kenya with the computerisation of their financial accounts and updating of the already installed systems. The Kenya Red Cross was assisted in exploring alternative sources of funding for the computerisation process and among these is the Federation Capacity Building.

Due the volcanic eruption in Rwanda, the exchange programme between Eritrea and Rwanda was put on hold but is envisaged to resume in April 2002.

***Recommendation for improved management control and co-operation between headquarters and branches.***

The Somalia Red Crescent was assisted to develop a comprehensive financial reporting and procedural system for branches and headquarters. The possibilities of establishing a cross-Movement initiative between the Norwegian Red Cross, ICRC, Somalia Red Crescent and the Federation utilising a regional exchange programme is also being explored.

***Strengthen the capacity of national society staff and arrange appropriate training when required.***

A Regional Resource Mobilisation Conference was held at the Regional Delegation from 4-5 March and attended by participants from nine national societies from the region. The terms of reference for the Domestic Resource Mobilisation Subcommittee were developed together with a budget and activity schedule for 2002-3. Participants were also introduced to the Federation policy for fund-raising, ethical issues linked to resource mobilisation and critical steps to achieve a successful fund-raising project. The conference also provided opportunity for exchange of ideas and sharing of lessons learned, mapping of ongoing fund-raising activities leading to promotion of cross-border co-operation, clarification of expectations and assistance needed from the RC-NET subcommittee and decisions on actions to be undertaken by the RC-NET subcommittee.

***Identification of ways in which national societies become less reliant on external donor funding by increasing local resource mobilisation.***

Refer to the section above for the Resource Mobilisation Conference. The first activity in the plan of action is a 5 day training in the basics of fund-raising for officers from national societies during the third quarter.

As the technical advisor to the thematic group for Resource Mobilisation, the Regional Delegation is charged with the task of co-ordinating and facilitating matters related to the work of the committee, and will also take care of the budget and co-ordinate the fund-raising effort for the work to be undertaken by the subcommittee.

***Constraints and solutions of the Organisational Development Programme.***

Many of the long established national societies in the region lack properly functional governance structures, procedures and systems that make for proper accountability, and decentralised organisation that enhance service provision at branch and local levels. The national societies self-assessment process launched last year is expected to help national societies better acknowledge their weaknesses and seek support to address them.

## ***Regional Co-operation***

***Objective 1: To encourage new and enhanced partnerships among national societies leading to effective and successful collaboration promoting active peer networking of ideas and solutions on sub-regional level.***

The RC-NET task force meeting in Nairobi succeeded in clarifying the relationship between the Regional Delegation and the task force members who had different views on what support should be provided by the delegation and what the responsibilities of the national societies themselves were. There was also a strong sense by the national societies present that they should take greater control of the RC-NET if it is going to be a meaningful forum. An entire day will be devoted to the RC-NET and elections for new representatives will be held at the June partnership meeting.

***Objective 2: to play a co-ordinating role between all members of the Movement (ICRC, national societies) for institutional strengthening and capacity building.***

See OD section for Twinning Network details. The co-ordination function is implicit in all programmes with oversight provided by management. A special session on "Strategy for the Movement" was organised with

Heads of Delegation in February as a continuation of an earlier session conducted last November. The session sought to analyse progress made by heads of delegations in discussing the Strategy with national societies and ICRC partners and identify ways of further applying the strategy. Regular contact is maintained with ICRC and PNS present in Nairobi through informal meetings, although formal monthly meetings as planned have not been possible.

***Objective 3: to develop the regional programme of Knowledge Information Sharing System (KISS)*** No progress this quarter.

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

The Global Recruitment programme continues to work with national societies and delegations to identify, screen, and organise training for future delegates from the region. Work this quarter involved distributing the new Global Recruitment CD-ROM, advising on the standard recruitment process, and attempting to match trained persons in the regional database with open positions. One application was put forth, although no matches were successfully made this quarter. Two experienced delegates from the region were deployed for the emergency operation in Goma (DR Congo).

## ***Co-ordination and Management***

***Objective 1: to provide cost effective financial management support services for the Federation covered by Nairobi and Harare Regional Delegations through the Regional Finance Unit (RFU).***

The expansion of Nairobi RFU to cover Southern Africa region which started in the last quarter of 2001 was finalised in January 2002 with Zambia being co-opted in November and Mozambique and Harare in January. Part of this process involved a workshop in Harare in September for all Southern African finance staff.

Assistance was given during a follow-up audit of the Sudan delegation. A plan of action for reconciling by end of December the working advance accounts of the Sudanese Red Crescent was drawn up. The progress of the reconciliation will be assessed in April.

A session on finance was facilitated during the FACT training workshop in Ethiopia. The RFU in conjunction with the Regional Finance Department carried out a training session on the budget holder concept and implications for Regional Delegation staff in order to build higher awareness and base skills in financial management and systems. The budget holder concept and developing role of programme managers was also presented during the Team Management Meeting in February.

The RFU provided assistance to the Rwanda delegation following the Goma volcano eruption. Assistance included support to the mobilisation of the Regional Disaster Response Team, handling of the funding and budgeting for the operation, the redeployment of a finance delegate from Burundi to Rwanda, and the transfer of the Rwanda CODA database and system from Nairobi to Kigali.

The RFU is getting used to Business Objects as an effective tool due to the easy connectivity and hope for more improvements with the newly developed reports, including the simple "project manager's report" and other low-parameter high information field-friendly reports to encourage more users. The local CODA version of Business Objects has also proved very effective. The Financial Management Report (FMR) continues to be the most reliable net-based tool and is used to prepare all month-end analyses of cash requests.

### ***Constraints and solutions***

Unfortunately one of the Finance Analysts resigned in March to pursue a private business venture. However, she continues to work part time during peak periods for the next few months pending arrival and full training of a replacement. Interviews for the post will be conducted in April.

Donor reporting problems were encountered with the Belgian and German Red Cross Societies, in particular where the Belgian Red Cross Desk Officer needed access to original invoices from the Federation's record in Burundi Delegation, highlighting the difficulties involved in reporting with originals to particular donors.

***Objective 2: to provide cost-effective general management support services for the Federation/national societies covered by Nairobi Regional Delegation through the Visitors and Reporting Services, the Administration and the Human Resources Department.***

The Regional Delegation's Visitors Service continued to be highly solicited which will require further analysis during the next quarter to streamline the services.

There were two new recruitments during the quarter for the positions of Administration Manager and Health Officer, and the incumbents have already taken their positions. Interviews were also held for the position of PLWHA - Partnership Officer and candidates short-listed for the position of Finance Analyst.

The Nairobi Regional Finance manager is currently on a 2 months exchange programme in the Zambia delegation. Two local staff were also deployed in the Regional Disaster Response Team to assist in the volcano operation in Rwanda.

***Objective 3: to ensure a coherent and integrated approach by all Regional delegates of the implementation of regional programmes within Strategy 2010 framework and provide support to national societies to implement their national programmes in the four core areas of Strategy 2010 and within African priorities of: Health and HIV/AIDS, Food Security, Volunteerism, and liaison with Geneva for knowledge sharing, keeping RC-NET well posted.***

Quarterly team management meetings continue to be held. In February, the health and care delegates initiated a plan for piloting of integrated health programmes in 3 countries. In addition, the inter-disciplinary nature of the Regional Disaster Response Team (RDRT) has contributed to a more co-ordinated and cohesive approach by delegates and staff from different departments for working together. Per request of the RC-NET, regional delegates will work much more closely with the RC-NET working groups, not only for information sharing, but for planning and budgeting of activities. The delegation is fortunate to have the Co-ordinator for Africa Volunteerism based in Nairobi, which greatly facilitates the sharing of information, resources, and practical experiences between the programme delegates and the volunteerism 2005 unit.

***Objective 4: oversee the integration of Federation support into all national societies of the region.***

The integration process continues, albeit at a slow pace, in Sudan. A special session was organised in March with the leadership of the Sudanese Red Crescent Society to iron out obstacles to the integration process. A revised proposal for the reform process has since been developed. Due to the Goma volcano emergency the impact of emergency situations on the capacities of integrated delegations and national societies was significant. This issue will be further explored in the evaluation of this operation scheduled to take place in May. Integration of the delegation has been completed in Eritrea, Ethiopia, Uganda, and Rwanda. It is not yet scheduled for Burundi, Somalia, or Tanzania due to the nature of the operations in those countries.

***Objective 5: Represent the Federation in the region and be a strong advocate on issues identified by the Ouagadougou Conference; strengthening relations with ICRC; developing 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.***

The delegation provided a special briefing to the Federation Disaster Commission member from Tanzania RCS on Food Security issues and briefed the Uganda Red Cross President on the Goma Volcano operation and the initial experiences and lessons learned.

Contacts continued with UNEP to finalise the Global Partnership agreement which will encourage national societies to be involved in programmes aimed at mitigating and reducing the risks related to environmental disasters in Africa. Joint fund-raising started with local donors to support the first project worth USD 1,7 million.

Negotiation advanced well on a new Partnership project with the French Government in Nairobi. The French Co-operation bureau will put at the disposal of the Regional Delegation a technical advisor in health and social development on a part time basis for a period of up to 4 years.

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

The RDN participated in the Rwanda Red Cross general assembly and in the Burundi Partners Meeting. The latter lead to the creation of a special task force aimed at assisting the Burundi Red Cross to develop a sustainable future, based on sound governance and management.

### ***Outstanding needs***

Despite taking major efforts to offer high quality technical services which build the capacities of national societies in the region, to coach the delegation integration process which offers African national societies more autonomy and responsibility for their actions, and to create new ways of working which rely more on regional resources such as RC-NET and exchanges, to date the Regional Delegation's Annual Appeal remains relatively poorly funded. More funds are needed for the communication and information programmes and for the overall co-ordination and management of the Regional Delegation.

*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation web site at <http://www.ifrc.org>.*

*For further details please contact: Josse Gillijns, Phone: 41 22 730-4224; Fax: 41 22 733 03 95; e-mail: [gillijns@ifrc.org](mailto:gillijns@ifrc.org)*

John Horekens  
Head  
Relationship Management Department

Bekele Geleta  
Head  
Africa Department

East Africa regional						ANNEX 1
APPEAL No. 01.07/2002		PLEDGES RECEIVED				12.06.2002
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>4'500'366</b>		<b>TOTAL COVERAGE 61.5%</b>
CASH CARRIED FORWARD				562'921		
Programme support				392'850		
Programme support RFU				270'900		
AMERICAN - GOVT/PRM		180'000	USD	290'106	17.04.2002	
AMERICAN - RC				8'700	23.05.2002	NAIROBI PARTNERSHIP MEETING
BRITISH - RC		3'771	GBP	9'164	06.03.2002	FINANCE DEVELOPMENT
BRITISH - RC		1'136	GBP	2'760	06.03.2002	PHAST TRAINING
BRITISH - RC		15'000	GBP	36'450	06.03.2002	DP DELEGATE
BRITISH - RC		15'000	GBP	36'450	06.03.2002	WATSAN DELEGATE
BRITISH - GOVT/DFID				102'500	19.02.2002	INSTITUTIONAL DEVELOPMENT, DISASTER PREPAREDNESS, HEALTH,
BRITISH - RC		2'000	GBP	4'783	10.04.2002	STAFF TRAINING
BRITISH - RC		6'000	GBP	14'348	02.05.2002	PARTNERSHIP MEETING
BRITISH - RC				36'578	08.05.2002	RDRT PROGRAMME
ERITREAN - RC				500	10.01.2002	RC-NET
FINNISH - GOVT/RC		58'024	EUR	84'930	26.03.2002	DJIBOUTI, HEALTH PROGRAMME
GERMAN - RC		4'000	EUR	5'851	31.05.2002	REG. PARTNERSHIP MEETING
NETHERLANDS - RC		7'729	EUR	11'430	28.01.2002	RESOURCE DEVELOPMENT CONSULTANCY
NETHERLANDS - RC		5'000	EUR	7'314	02.05.2002	
NORWEGIAN - RC				10'000	28.05.2002	REG. PARTNERSHIP MEETING
SOMALIA - RC		300	USD	484	21.05.2002	
SUDAN - RC		1'507	USD	2'566	12.02.2002	RC-NET
SWEDISH - RC		10'000	USD	16'588	18.02.2002	REGIONAL TWINNING FORUM
SWEDISH - RC		400'000	SEK	64'480	22.04.2002	WATER & SANITATION
SWEDISH - GOVT		3'400'000	SEK	537'540	29.05.2002	ORGANISATIONAL DEV., DISASTER PREPAREDNESS/RESPONSE, HEALTH, WATSAN, INFORMATION, COORDINATION & MGT, HIV/AIDS
UGANDA - RC		518'500	UGX	500	01.02.02	RC-NET
UGANDA - RC		1'075'700	UGX	966	28.05.2002	RC-NET
BAHREIN - PRIVATE DONOR		555	USD	945	10.03.2002	
<b>SUB/TOTAL RECEIVED IN CASH</b>				<b>2'512'604</b>	<b>CHF</b>	<b>55.8%</b>
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
DENMARK	DELEGATE(S)			59'959		
GERMANY	DELEGATE(S)			36'632		
GREAT BRITAIN	DELEGATE(S)			59'959		
USA	DELEGATE(S)			59'959		
SWEDEN	DELEGATE(S)			40'575		