

ANNUAL REPORT



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

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Objectives, Achievements and Constraints •

Disaster Preparedness and Response (DP/R)

The regional DP/R department's annual meeting was held in July and attended by technical DP staff from all National Societies (NSs) in the region, a representative of the Red Cross/Red Crescent Network for East Africa (RC-NET), and the International Committee for the Red Cross (ICRC). The regional DP/R 2010 strategy was reviewed and overwhelmingly endorsed at the meeting which developed a clear focus at regional and country levels for 2003/04. Each of the 2003 action plans of the five working groups of the DP/R programme (good governance, health and HIV/AIDS, DP/R, branch development and resource mobilization) were reviewed. The meeting harmonized the priorities of National Societies which were subsequently reflected in the regional and country appeals for 2003. A map/database of the capacities of the regional delegation, National Societies and the ICRC in disaster preparedness and response was produced based on the characteristics of a well-prepared NS, and will be updated regularly. It was recommended by the participants to continue with this annual forum, and the 2003 meeting will be run jointly by the regional delegation and ICRC.

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

A working group on food security was established in the year to assist National Societies to initiate, develop, strengthen and implement food security programmes in line with the Ouagadougou Declaration. The working group drew up a plan of action for 2002-2003 to assist eight selected National Societies (Kenya, Uganda, Eritrea, Ethiopia, Sudan, Somalia, Tanzania and Rwanda). At the end of the year, the National Societies from Kenya, Uganda, Eritrea, Ethiopia, Sudan, and Rwanda were assisted in conducting vulnerability capacity assessments (VCA) and with training workshops on data collection and analysis, community-based disaster preparedness, and contingency planning by members of the working group and the DP/R delegate. This led to these six NSs developing their food security strategic plans which are at the implementation phase (specific country reports on the plans are available from the regional delegation). No requests for support were received from the remaining two National Societies from Tanzania and Somalia.

Discussions were held with the Geneva-based senior food security officer for Africa during a visit to the region over the possibilities of conducting joint training on VCA and food security in order to expand and strengthen the regional working group on food security. The senior food security officer gave technical support and guidance to the integrated food security programme being implemented in Machakos branch of the Kenya Red Cross with the support of the Spanish Red Cross Society.

The partnership of the International Federation and the Department for International Development (DfID) on disaster risk reduction in Eastern Africa and South Asia was formally concluded in December 2002 through a global workshop on risk reduction jointly organized by the regional DP/R department, Sudanese Red Crescent and delegation in Sudan. All the activity plans of the three Eastern Africa countries covered under the partnership (Sudan, Rwanda and Ethiopia) were fully funded and were completed by December, except for Rwanda where some of the activities were extended till March 2003. A four-year extension of the partnership was approved at the closing workshop, and will continue to include the Eastern Africa region. Selection of new countries to be involved is under discussion. The workshop was attended by representatives from the seven National Societies from Ethiopia, Rwanda, Nepal, India, Pakistan, Bangladesh and Sudan, the regional delegations in Nairobi and Delhi, DfID-UK and the British Red Cross, and the Federation's Secretariat.

The regional DP/R department gave vital technical backup and coordinated the task force for both the Ethiopia and Eritrea drought assessment and monitoring operations. The information originating from these assessments was used to prepare emergency appeals for the respective countries.

Following a presentation on the Federation's global food security in Africa made at the fifth World Food Summit in Rome by the DP/R delegate, the secretary general of the Tanzania Red National Cross Society and a representative of the Secretariat's relationship management department, and the Food and Agriculture Organization (FAO) emergency department expressed interest in discussing the possibility of a global cooperation agreement with the Federation. Modalities and possible areas of interest in view of a possible agreement will be followed up in 2003.

A field test of the food basket calculator (FBC) software and a hands-on demonstration with field staff members and volunteers of the Kenya Red Cross Machakos branch was conducted in June by the Federation consultant on health and nutrition and the head of Nestle's food clinical evaluation group. The FBC is being developed for the Federation and is a tool that measures the nutritional quality and quantity of relief food and assists relief workers to plan food ratio needs, keep track of all food distributions, and allow rapid reporting to donors. The team held consultations with World Food Programme (WFP) and the U.S. Agency for International Development (USAID).

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

Under the umbrella of the RC-NET, the working group on political disturbances and population movement was established during the year with the support of the ICRC and other partner agencies such as United Nations High Commissioner for Refugees (UNHCR), United Nations Office of the Coordination of Humanitarian Assistance (OCHA), and CARE. The working group attended a training workshop and developed a plan of action for 2002-2003.

The regional delegation assisted the Kenya Red Cross in the development and preparations for the implementation of a contingency plan for the 2002 general elections in Kenya. The plan included public awareness, mass dissemination, and training of Red Cross action teams in major towns and hot spots for effective response to disturbances. This was one of the best contingency plans developed and whose implementation went on smoothly as Red Cross action teams were on standby to offer assistance at all major political rallies.

Fourteen officers of National Societies with an emergency response background were trained in Addis Ababa, Ethiopia as potential members of the global field assessment and coordination teams (FACT). This was part of an effort to enhance the capacities of National Societies to respond effectively and efficiently to small and medium disasters, as well as to contribute human resources from East Africa to the FACT pool. At the same time, the Kenya Red Cross Director of the DP/R attended the emergency response unit's team leaders' workshop held in Geneva in May.

The regional disaster response team (RDRT) was established in 2001 as a first line response to small and medium scale disasters within the region. Members of the RDRT were deployed to assist the Rwanda Red Cross in conducting an assessment following the volcanic eruption near Goma, in which the regional delegation's staff assisted with the relief operation and provided assistance in settling 7,000 Congolese refugees in Mudende camp, and in conducting training on camp management to 25 volunteers from the National Societies of Uganda, DR Congo and Rwanda. As part of the regional exchange programme, the regional delegation assisted the Bangkok and Abidjan regional delegations with technical information on the formation of a RDRT.

Meanwhile, preparations are underway for the second round of training for the RDRT in the first half of 2003. Participants from outside the region will be invited for team building and harmonization purposes (Geneva, ICRC, interested participating national societies, FACT, etc.) as well as other interested organizations (e.g. World Vision, WFP, etc.). In addition to the generic relief contents, some of the specific weaknesses spotted during operations will be addressed including the various Federation's reporting requirements (preparation of appeals, updates, final reports etc.); and the inclusion of information, finance and administration personnel in the RDRT. It was proposed the training be held in one of the drought stricken regions of Ethiopia

Three National Societies from Kenya, Uganda and Seychelles were supported to establish and train their national disaster response teams (NDRT). This is an advanced state of preparedness and more National Societies will be encouraged to establish their NDRTs in 2003.

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

A partnership was signed between the Federation and the United Nations Environment Programme (UNEP) for an Africa-wide programme on mitigation and risk reduction of floods and drought. The partnership focuses mainly on influencing policies both at local and national levels. Selection of countries to be included is ongoing and implementation of activities will commence in 2003.

A session on the International Red Cross/Red Crescent Movement's operating environment was conducted during the regional partnership meeting in June that focused on an analysis of the regional socio-economic, political and humanitarian context in which the Red Cross/Red Crescent (RC/RC) operates. The objective of the session was to initiate routine contextual and regional analysis that would form the basis for sound planning for the Movement and help to better position the interests of the RC/RC within the region. The DP/R department ran an exhibition at the meeting that included, among other displays, the Indian Ocean sub-regional DP/R strategy. Good response was received from partners, and among these is an expression of interest from the Netherlands Red Cross to support the Indian Ocean Islands Strategy with focus on Madagascar and Comoros.

The DP/R department coordinated the participation of the National Societies of Kenya and Ethiopia at the climate change conference in Netherlands in June. As a result, pilot climate change projects focusing on floods and drought will be implemented in Kenya and Ethiopia. Terms of reference for the studies were prepared, and the Ethiopian Red Cross already identified two consultants to assist in the study. Teams from the Netherlands Red Cross and members from two DP/R working groups (floods and cyclones and food security) will assist the two National Societies in examining the roles of the RC/RC in climate change. Possibilities of cross-border cooperation will be explored.

Technical support was provided to the Kenya Red Cross in coordinating a flood operation that resulted in the launch of an appeal by the Federation in May to assist 125,000 victims. The National Society undertook a successful public relations campaign that resulted in good local support from the private sector, the UN, and other non-governmental organizations (NGOs). The campaign raised the profile of RC/RC as a leader in emergency response and resulted in the appointment of the secretary general of the Kenya Red Cross to chair the inter-agency task force on quick onset of disasters of the

Kenyan government. The campaign is a good example to be documented and shared with other National Societies in the region.

As part of the Federation/DfID partnership, a contingency plan for seasonal floods was prepared for Khartoum City, Sudan, in anticipation of the seasonal floods that run from July to September with a peak in August. This is the first time that such an early state of advanced preparedness was developed for this devastating chronic seasonal problem. A case study on risk reduction on floods in Khartoum and River Nile states was prepared and distributed to NSs in the region for experience sharing and learning.

Objective 4: To conduct vulnerability capacity assessments in order to better inform disaster preparedness (DP) policy and planning.

A two-week disaster management course was jointly conducted by the regional DP/R department and Cranfield University in UK, in November. The course was tailored to address the three major threats facing the region: 1) slow onset disasters, especially drought induced food insecurity; 2) conflict; and 3) rapid onset disasters, especially cyclones/floods. The course outlined and emphasized the importance of the Federation's change strategy which will be operationalized through the handing over of disaster management responsibilities to NSs through the five DP/R technical working groups under the RC-NET. The workshop made several key recommendations to improve the capacity and performance of the Movement in the region (detailed report of workshop available at the regional delegation). Following the course, good progress was reported in the three National Societies of Eritrea, Seychelles and Sudan whose representatives at the training conducted briefing sessions to their colleagues at headquarters and branch levels, and shared relevant materials with them. A similar regional training is planned for 2003 in line with recommendations made at the first workshop.

The department coordinated the participation of representatives from the NSs of Sudan, Seychelles, Somalia and Uganda at the global VCA trainers of trainers (ToT) workshop hosted by the Italian Red Cross Society in July. The workshop is in line with enhancing regional capacities to provide better quality support to NSs.

Refer to objective two above for the emergency relief units team leaders' training in which the Kenya Red Cross represented the region. In conjunction with the Secretariat, the DP/R department is completing the establishment of the FACT database for all of the RDRT members who attended FACT-Africa training in Addis earlier this year.

The regional DP/R department provided technical support through a joint planning session for the Lake Victoria initiative on risk reduction being implemented by the three NSs of Kenya, Uganda and Tanzania with support by the Swedish International Development Agency through the Swedish Red Cross.

The National Societies of Rwanda, Sudan and Ethiopia are involved in production of DP policies and plans. The Rwandan Red Cross completed its draft DP policy which is awaiting presentation to the National Society's board for approval. The Rwandan Red Cross is participating in the development of the Rwanda government's DP policy and framework. The Sudanese Red Crescent produced a draft of its DP policy. The Ethiopian Red Cross initiated the process and organized two training workshops in which a total of 43 branch secretaries were introduced to the draft DP policy and trained in disaster management.

Objective 5: To improve overall capacity of the National Societies and the Federation 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 operations of the Federation/National Societies in the region with effective warehousing (DP, wat/san, health stock), procurement, transport (transport management*

system, leasing, workshop, freight) and Telecom (installation, maintenance, programming of radios and computer) services.

Based on its support provided to the region, the RLU gained recognition by both in-country delegations and National Societies for efficient logistical support services for onset and ongoing disaster operations. This capacity was adequately demonstrated through support to several operations during the year including: requests from ECHO, and the Belgian and Swiss Red Cross Societies for the supply of non-food items for internally displaced populations (IDPs) in Burundi and from the ongoing internal armed conflict; logistical support and procurement of non-food relief items for the Rwandan Red Cross to respond to the volcanic eruption of mount Nyiragongo in January 2002; and National Society was supported in the procurement of medical supplies for the refugee relief operation, and for food items for the Ethiopian Red Cross in response to the drought afflicting the country since September 2002.

Telecom support led to significant improvements in communication within the region both between the regional delegation and National Societies, and especially between National Societies' headquarters and branches. As a result, there is now a more efficient sharing of information, effective coordination of activities and timely response to needs in the field. The regional telecom manager undertook three missions in the year in which telephones were installed in the new headquarters building of the Burundi Red Cross; installed radio networks for the Rwandan Red Cross and Somalia Red Crescent Society; assisted the Rwandan Red Cross in recruiting a radio operator; and trained staff from both NSs in radio operations and maintenance. In addition, a local area network and e-mail connection was set up for the Kenya Red Cross, and Sudanese delegation assisted in tendering for the purchase of telecom equipment. The telecom department installed a new computer network and server in the new premises of the regional delegation allowing for better e-mail access and quicker response to the needs in the field.

- ***Continue to integrate logistics services with regional programmes, especially with disaster response, wat/san, health and HIV/AIDS activities. Participate in the regional exchange programme in particular for establishing and maintaining a regional suppliers' database, logistics mapping and other relevant information on logistics matters.***

The RLU and DP/R department have worked closely on matters linked to logistics and emergency response.

- ***Contribute to training activities in various technical areas of logistics and disaster response to National Societies' local staff members and volunteers as well as delegates, in particular in the logistics and regional disaster response team workshops.***

The RLU provided continuous advice to National Societies aimed at enhancing their capacities for effective and rapid response in times of disasters such as technical training provided to the Tanzanian Red Cross for ECHO procurement for the refugee relief operation, and to Uganda Red Cross Society for its South Western refugee operation. The RLU played a significant role in the task force on disaster response in the region and gave technical input into the selection of candidates for the RDRT, and offered training in logistics to the RDRT.

There are possibilities of conducting joint emergency logistics training with World Vision International following discussions held between the head of the RLU and World Vision's rapid response team logistics manager.

- ***Coordinate services with Abu Dhabi fleet base, ICRC's logistics centre, MSF, regional logistic 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.***

Four vehicles were transferred from Abu Dhabi fleet base to South Africa and Mozambique, respectively, for the Southern Africa drought operation through the facilitation of the RLU. The

Uganda and American Red Cross Societies were supported in tendering for the purchase of motor vehicles. A closer working relationship forged with the Abu Dhabi fleet base led to the building of confidence in the capacity of the RLU with the result that the regional fleet base in Nairobi will be re-opened in 2003 to serve not only the East Africa region but the bigger part of Africa.

Framework agreements signed with three suppliers for the procurement of blankets and plastic sheeting facilitated swift response to requests for the supply of plastic sheeting to the Kenya Red Cross for its flood operation. The National Society was provided with storage space for the relief items at the warehouse and assisted in leasing vehicles to transport the items to the affected areas. A reliable network of suppliers was established while work is currently underway to develop an electronic database of stock and prevailing prices in the market that will speed up the process of tendering and procurement.

Close working relationships were established both within the Movement and with other organizations for coordination of assistance to the vulnerable during emergencies under the auspices of OCHA in Nairobi. This led to the establishment of a working group on cross-border issues for the Great Lakes region in which the Federation and World Vision International were given the lead role. The organizations, which include World Vision, CARE, Oxfam, Catholic Relief Services, Merlin, World Food Programme, and the International Organization for Migration, will be split up in smaller working groups to develop a realistic working plan for the year 2003. An agreement reached for the sharing of contingency stock with other organizations within the network enables the RLU to sell plastic sheeting to World Vision International for operations in the Democratic Republic of Congo. This arrangement has given the RLU an avenue for generating income to sustain itself in view of the funding shortage that it faced over the past years.

A closer working relationship was forged with the ICRC's logistics centre in Nairobi for information sharing during operations and collaboration in tendering and procurement of relief items e.g. ICRC did the tendering and procurement for the Ethiopia drought operation on behalf of the Federation who then signed the contract.

Constraints: The funding deficit facing the RLU since 1999 drastically hampered its ability to operate at full capacity. The difficulty in finding a sustainable way of supporting the RLUs is a global problem. The unit continues to lobby for the cognizance of the necessity of a regional logistics unit in the region especially in view of the volatility and vulnerability of the Great Lakes and East Africa regions where continued armed conflicts and disasters resulted in a total population of 4,608,000 refugees and internally displaced persons.

Efforts to counter funding shortfalls included the introduction of a cost recovery system in 2002. Unfortunately, this was discontinued due to its unpopularity within the regional delegation's departments who perceived it to be too costly. Other efforts included a recharging system for warehousing, selling of some RLU assets that were not required, and disposing of sleeping stock. The RLU initiated an agreement to sell stock to other organizations under the OCHA inter-agency coordination network e.g. sale of plastic sheeting to World Vision International. Through these initiatives, the RLU was able to raise a good amount of funds and able to clear off its debts, compared to 1999/2000 when it was operating in a deficit. The RLU continued to lobby for its inclusion in the regional appeal to ensure its funding for 2003.

Efforts by the RLU to establish closer working relationships and a network of information sharing and support with other RLUs across the world were not successful. This is due to reluctance from other RLUs to share information and experiences, especially for emergency operations. There was limited cooperation from Geneva's logistics technical department in 2002 for support and advice during operations. Lobbying goes on with both Geneva and other RLUs for closer working relationships on matters related to logistics.

The Future of the Regional DP/R Programme

The regional DP/R programme achieved its plans to build organizational mechanisms and capacities at the regional level. All its five technical working groups (floods and cyclones, policy plan/vulnerability capacity assessment, food security, political disturbances and population movement), and the regional disaster response team were established. The focus for 2003 will be to cascade the regional support and build capacities at the country and local levels. This will include the setting up of Red Cross/Red Crescent action teams and training of branch level response teams.

The ongoing conflicts in the Great Lakes region, and the many seasonal disasters in the region (droughts, floods, volcanic eruptions, disease epidemics, etc.) clearly indicate the need for a strong and efficient RLU. The regional logistics unit is going to become part of the world wide set-up for onset and ongoing disasters/emergency operations and will play an important role in building the capacities of National Societies to respond to disaster within their own countries. This in line with the overall change strategy of the Federation that envisages services being decentralized to the field level while the delegations are left to play an advisory role to National Societies. The RLU will become a key component of the whole disaster management coordination in the region and will provide a link between logistics and relief, a crucial component lacking in the regional delegation for a long time. Closer links of collaboration with other organizations within the framework of OCHA will play a very important role in, for example, establishing joint rapid assessment teams, sharing of cross-border stocks, and sharing of information/data and experiences.

With the advent of the change strategy, it will be an additional challenge to see how its implementation will affect not only the RLU, but all other programmes of the regional delegation. However, there is need for a better understanding of the utility of the RLU within the whole world-wide logistics set-up, beginning with the Geneva-based logistics. The important role of RLUs needs to be first recognized and appreciated before the value that it offers can be realized.

Health and Care •

Regional Health and HIV/AIDS Programme.

Objective 1: To develop and ensure better understanding and ownership of the African Red Cross and Red Crescent Societies' Health Initiative (ARCHI) approach; ensure the right definition and know-how of the scaling-up of the health interventions for the six selected National Societies' volunteer management personnel (Djibouti, Burundi, Kenya, Madagascar, Sudan and Tanzania).

Five ARCHI training workshops planned for 2002 were held for the National Societies of Sudan, Kenya, Tanzania, Ethiopia, and Somalia. In Sudan, training was held for medical staff from the Kassala and Khartoum branches following which the Sudanese Red Crescent was able to redirect and refocus the planning process of the Kassala branch to incorporate the ARCHI component in its interventions.

The ARCHI training for the Tanzania Red Cross National Society was conducted during a sub-national measles vaccination campaign in October. Volunteers were recruited and trained to carry out house-to-house social mobilization activities and immunization focal persons and coaches were identified to support, supervise and monitor the volunteer networks. The training and recruitment activity strengthened the capacity of the National Society's volunteer base to scale up future health interventions at the community level.

The Kenya Red Cross' branch immunization focal persons and coaches were trained in ARCHI during the mass measles vaccination campaign in June (refer to objective two for more details). In conjunction with the regional delegation's technical unit, the health department of the Kenya Red Cross prepared an ARCHI seed project proposal to be presented to donors in 2003.

The Red Crescent Society of Djibouti received support to prepare an ARCHI pilot project which was presented to donors for funding and accepted by DfID for 2003.

The Red Cross Society was supported to draft a project proposal but the political instability in the country in 2003 did not allow plans to be finalized.

The Burundi Red Cross' restructuring process changed the society's priorities as the focus was put on organizational development. Due to the staff cuts in all programmes including health, the plan for Burundi ARCHI programming was postponed to a later time.

Although not among the selected National Societies, the ARCHI training for the Ethiopian Red Cross Society was conducted jointly with the regional water and sanitation (wat/san) programme during a participatory hygiene and sanitation transforming (PHAST) workshop for branches as part of the integration process (refer to wat/san section for more details). Several branches of the Ethiopian Red Cross Society will pilot the integrated approach in 2003 to minimize vertical implementation of health components and enhance the society's ability to scale up and gain a wider reach at branch level.

Similarly in Somalia, which is not among the selected NSs, a session on ARCHI was held for the Somalia Red Crescent Society during a sexually transmitted diseases (STD) and HIV/AIDS workshop for senior branch managers and health officers. The National Society's priority HIV/AIDS strategy for 2002 was outlined and plans of action for implementation at branch levels developed, with a focus on community involvement to reduce vulnerability to HIV/AIDS and other prevalent public health problems. The National Society made a commitment to utilize ARCHI to scale up the campaign on STD and HIV/AIDS prevention in Somaliland, and was assisted to secure representation in the Somaliland steering committee on HIV/AIDS.

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

The regional health programme envisages a lot more community empowerment and involvement in health related activities. Towards this end, a one-week training workshop in community empowerment and involvement was conducted in May for 16 branch health officers from the NSs of Ethiopia, Kenya, Uganda, Tanzania, Sudan, Rwanda, Comoros and Somalia, and two delegates from Tanzania and Somalia. Practical sessions were held on improving health delivery services at branch level and covered diverse topics ranging from water and sanitation, PHAST, risk mapping, ARCHI, volunteering and volunteer management, and field reporting formats. A practical community mapping and risk assessment exercise was undertaken in an urban slum community in Nairobi. The participants were expected to apply the knowledge gained from the workshop within their National Societies. Feedback received during the year indicated good levels of implementation of the training at branch level.

Linked to the branch capacity building programme of the Kenya Red Cross, the health department supported the National Society in identifying and training of immunization focal persons used to train branch coaches during the national mass measles vaccination campaign in June. This enabled the coaches to recruit, train and supervise the social mobilization activities of Red Cross volunteers in six districts of Kenya (Machakos, Nyeri, Garissa, Tana River, Kibera, and Rachuonyo). With the support from the volunteers of the Red Cross, the Ministry of Health surpassed its initial 95 per cent target to 97.9 per cent of the 14 million children. The ministry now views the Red Cross as a very important partner for health interventions at the community level. The high visibility of the Kenya Red Cross during the campaign earned it a lot of new members and volunteers from the communities. Additionally, due to the effective volunteer network created during the measles campaign, the Kenya Red Cross was able to easily mobilize the same volunteers in some of the districts that were affected by an outbreak of highland malaria in July.

The health delegate assisted the Ethiopian Red Cross Society in developing and implementing a plan for meningitis related activities in Ethiopia. The plan detailed practical activities for increasing the operational capacities of five branches located in the meningitis belt in North Omo with 350,000 people at risk. It included training of 20 youth coaches and 600 youth volunteers, and the establishment and training of 40 Red Cross committees on prevention of infectious diseases. As a result of this plan, the National Society was able to mobilize 208,642 people for vaccination in the high-risk areas in the Southern Nations nationalities peoples region. Good cooperation was established between the Ethiopian Red Cross Society and the Ministry of Health during the operation.

Good progress was achieved in integrating health-related issues into other programmes of the regional delegation. Especially notable is the incorporation of health aspects within the DP/R programme through the RDRT. This is a significant achievement given that previously, health was seen as marginal during emergencies/disasters where the main focus was on food, non-food items, and shelter. Additionally, the health delegate made a presentation on the ARCHI framework, its provision and links to food security, nutrition and public health problems during emergencies at a meeting of the technical working group on food security of the DP/R programme. The importance for ARCHI to prioritize and focus on one of the three major areas of food security, access, availability or utilization was highlighted.

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

Progress in enhancing the strategic planning capacities and developing long-term health plans in the National Societies of Djibouti, Burundi, Sudan and Tanzania was limited within the year for various reasons. Both the Tanzanian Red Cross National Society and Red Crescent Society of Djibouti lack health departments while the Burundi Red Cross and Sudanese Red Crescent Societies are undertaking reforms to their organizational systems. The Kenya Red Cross made significant progress and recruited a director of health and social services and a national HIV/AIDS coordinator who were given technical support in developing the National Society's five-year HIV/AIDS strategic plan. The Kenya Red Cross commenced the process of consolidating all health-related interventions into one department.

Objective 4: In collaboration with organizational development delegates, ensure the development of the volunteer management system to promote and work through reliable coaching systems in three selected National Societies.

A draft proposal of the regional health and care integration (health-HIV/AIDS-wat/san) and the draft integrated health seed proposal (IHSP) were developed during the year using the ARCHI framework, and launched at the annual regional partnership meeting in June. The IHSP aims at assisting NSs to build strong branches with effective programming, implementation and financial competence, and at empowering branches with volunteers networks in their communities to provide continuous health services supported by community coaches. Long-term integrated health interventions will be piloted in Tanzania, Djibouti, and Comoros in conjunction with the regional organizational development programme.

A presentation of ARCHI 2010 made during a branch development and twinning workshop at the regional delegation gave emphasis on the integration and inter-sectoral aspect of ARCHI. Recommendations on implementing the ARCHI framework at branch level were drawn up by participants at the meeting.

The regional health-HIV/AIDS task force is a technical arm of the RC-NET with the overall objective to assist National Societies from the region to prioritize, focus and scale up their health and HIV/AIDS programmes in an integrated manner, and to establish and maintain reliable volunteer

management systems. The regional health officer and a member of the task force gave technical support to Sudanese Red Crescent on ways of enhancing the capacities of volunteers and health technicians, volunteer recruitment and retention, and the coaching system during an assessment mission of ARCHI pilot projects of Khartoum. The Sudanese Red Crescent has a large and well-organized volunteer network at the community level with the potential of scaling up community-based health interventions at the branch level.

Objective 5: In collaboration with wat/san, HIV/AIDS and disaster preparedness delegates, enhance the capacity of Malgasy Red Cross Society to launch a pilot emergency rapid response project.

Due to the political crisis in Madagascar during the year, it was not possible to improve the capacity of Malgasy Red Cross Society in disaster response. Instead, focus was diverted to supporting Tanzania Red Cross National Society in view of the ongoing phasing down of the Federation's presence in the refugee relief operation. During an assessment mission of the phasing down process, the health delegate provided technical advice to strengthen the capacity of the National Society's staff to take over the management of the operation. Discussions were initiated on the establishment of a health department at the National Society's headquarters to scale up health interventions at the community level, but implementation was delayed to 2003.

Objective 6: To promote and support the integration and implementation of HIV/AIDS-related issues into existing programmes of the regional delegation in Nairobi and National Societies (i.e. health, organizational development; information, communications and promotion of humanitarian values; disaster preparedness and response, and youth programmes).

The regional HIV/AIDS programme, in close collaboration with the regional human resources office, developed a comprehensive HIV/AIDS workplace programme for all staff with a health insurance scheme that gives access to anti-retroviral therapy. The Nairobi regional delegation is the first and currently the only delegation with this facility in the whole world. The workplace programme was documented as a best practice brief during the 2002 partnership meeting in June and serves as a guide for National Societies from the region to initiate their own workplace interventions. All NSs were committed to initiate workplace programmes during the meeting.

The HIV/AIDS department gave input into the guidelines for Red Cross/Red Crescent managers in dealing with HIV/AIDS in the workplace that was developed by the regional human resources department and the management. This was part of the integration with the regional organizational development programme. Input was provided to the global organizational development think tank in Grenada, Spain, the purpose of which is to identify critical organizational capacities for effective HIV/AIDS response.

Integration of HIV/AIDS issues into other programmes of the regional delegation include the regional DP/R department via the food security, and political disturbances and population movement working groups that resulted into the National Societies of Burundi, Sudan, Tanzania, Uganda and Somalia initiating HIV/AIDS interventions in complex emergency operations for IDPs and refugees. Integration with the regional information department resulted into the production of two videos: (1) on home-based and care programme of the Kisumu branch of the Kenya Red Cross titled "Living with and speaking about..." which was launched on 8 May and used as a resource material for the launch of the global campaign on stigmatization and discrimination; and (2) on the home-based and care programme of the Rwandan Red Cross that was documented as a best practice brief during the regional partnership meeting in June. Additionally, an article titled "From outcast to role model" was produced jointly with the information department and was featured in the last edition of the 2002 Red Cross/Red Crescent Magazine.

A marketing strategy and tools for promoting the campaign to fight against HIV/AIDS were developed, and information, educational communication materials produced in partnership with the

Network of African People Living with HIV/AIDS (NAP+) and used during the World AIDS Day celebrations on 1 December 2002.

Despite these modest successes, the integration at the regional delegation level proved to be difficult, as delegates are busy with their schedules and travelling for missions. Especially difficult was convincing the key players of the added value of linking HIV/AIDS and disaster preparedness and response.

Since the recruitment of the regional HIV/AIDS delegate, all HIV/AIDS and workplace related issues were integrated into the strategic plans of National Societies. Nine missions were undertaken in relation to strategic planning to Djibouti, Eritrea, Ethiopia, Tanzania, Rwanda, Somalia, Seychelles, Sudan, and Uganda, while desk support was given to the remaining five National Societies of Kenya, Comoros, Madagascar, Burundi, and Mauritius. Four workshops on HIV/AIDS strategic planning in the context of ARCHI 2010 strategy were held for headquarters' governance, senior management, programme staff and branch representatives in Kenya, Eritrea, Tanzania and Somalia. As a result, 13 out of the 14 National Societies in the region (with the exception of Mauritius) have developed their HIV/AIDS strategic plans, and eight National Societies (Kenya, Uganda, Tanzania, Ethiopia, Somalia, Rwanda, Sudan, and Seychelles) started implementation. These good result are expected to lead into an unprecedented scaling up of Red Cross/Red Crescent HIV/AIDS prevention and care interventions within the region.

The main challenge in the implementation of National Societies' strategic plans is their multilateral funding which makes their management and coordination very difficult due to their relative lack of experience with multilateral programmes. As it is, only four of the thirteen National Societies (Kenya, Uganda, Ethiopia, and Eritrea) with strategic plans recruited HIV/AIDS coordinators to manage their implementation, while the Tanzania Red Cross National Society commenced the process. For the remaining ten National Societies, the burden is left to the directors of health who have to manage other health related interventions. The recruitment of HIV/AIDS coordinators is key criteria for the successful implementation of HIV/AIDS strategic plans, and the remaining National Societies' leadership will be actively encouraged to follow up.

A regional workshop on managing HIV/AIDS in the workplace was held jointly with the RC-NET for governance, senior management, health and HIV/AIDS coordinators, staff and volunteers living with HIV/AIDS from Anglophone speaking National Societies to build the capacities in view of initiating workplace interventions. A six-month action plan was developed. Three NSs from Kenya, Uganda and Ethiopia committed to pilot workplace programmes under the guidance of the regional delegation. So far, the Uganda Red Cross Society completed the first draft of its HIV/AIDS workplace policy and presented it to the regional delegation for comments. A similar workshop for the Francophone NSs is scheduled for 2003.

Objective 7: Partnerships between National Societies and governments/national AIDS Control Programmes (NACP), UN theme group on HIV/AIDS and groups of people living with HIV/AIDS (PLWHA) go beyond declaration of intentions and information sharing to joint planning and resourcing.

Several partnerships were initiated with organizations dealing with HIV/AIDS related issues. Among them is the Network of African People Living with HIV/AIDS aimed at building linkages and networks between NSs and groups and organizations of people living with HIV/AIDS at the country level. NAP+ is an affiliate of the Global Network of People Living with HIV/AIDS (GNP+), and a partnership officer was recruited and is based at the regional delegation to coordinate the process. Through this partnership, training and capacity building was undertaken under the Ambassadors of Hope programme for volunteers from the National Societies of Uganda, Kenya, Eritrea, Ethiopia, and Tanzania to be used as role models to support the RC/RC in addressing stigmatization and discrimination with and beyond the Movement; and to enhance care and support of people living with HIV/AIDS.

The delegation established a partnership with UNAIDS under which it funded a joint capacity building workshop with the National Societies of Eritrea, Sudan and Djibouti to train people living with HIV/AIDS as role models in reducing stigmatization and discrimination under the Ambassadors of Hope programme.

Together with NAP+, the regional delegation entered into a partnership with Action Aid's regional office which is in charge of the DFID and UNAIDS funded regional support to the International Partnership against AIDS in Africa (SIPAA). Areas of cooperation include developing and strengthening the organizational capacity of PLWHA networks and associations in Ethiopia, Rwanda and Burundi; stigmatization reduction, including the development and application of the Ambassadors of Hope principles and approaches within the same countries; identifying and developing best practices in community-based responses to HIV/AIDS using the best practice brief produced on the Rwandan Red Cross home-based and community care, and promoting these for adaptation and scale up within and beyond the country.

A partnership was initiated with the Centre for African family studies (CAFS) aimed at building the capacities of National Societies' leaders in managing HIV/AIDS at the workplace. Jointly with the Kenya Red Cross and CAFS, the department is in the process of implementing an HIV/AIDS workplace programme targeting the private sector and the hotel industry at the coastal towns of Malindi and Mombasa, intended as an income generating activity for the Kenya Red Cross.

The department entered into a partnership with a private company, Bamburi Cement/Lafarges Group, for an HIV/AIDS workplace programme for the company's staff. Pilot feasibility studies are being implemented in the company's offices in Kenya and Uganda through the Kenyan and Uganda Red Cross Societies, respectively.

The Federation is one of the seven member organizations of the alliance of the world's seven biggest youth organizations who have resolved to join forces to counter the HIV/AIDS pandemic on the African continent. The member organizations include the world organization of the scout movement, world association of girl guides and girl scouts, the international award association, international youth foundation, and the Federation. Five countries - Kenya, Uganda, Tanzania, Zambia and Ghana - are part of the pilot programme under the initiative. At a meeting held in Nairobi in August 2002, members agreed on six strategic areas and drew plans of action targeting youth aged between 10-25 years in the five pilot countries. A joint field office was established in Nairobi to follow up on the agreements of the meeting and to coordinate the country programmes.

Objective 8: To promote regional networking to ensure support, coordination and sustain ability of interventions, information sharing and exchange/provision of technical expertise.

The regional delegation launched the HIV/AIDS best practice brief series at the annual partnership meeting in June to present an in-depth analysis and give guidance on improving HIV/AIDS interventions of NSs. The first such study was on the home-based and community care of the Tigray branch of the Ethiopian Red Cross Society. All the HIV/AIDS initiatives of the delegations and National Societies are regularly communicated through the Federation's ARCHI weekly news publication.

Through the regional health and HIV/AIDS task force, a lot of networking over issues relating to HIV/AIDS have been undertaken and several exchange visits over HIV/AIDS related issues initiated between the national societies from Eritrea, Madagascar, Tanzania, Uganda, and Sudan. The task force placed HIV/AIDS and malaria as a top priority diseases in the region and agreed to coordinate the development of HIV/AIDS prevention and care guidelines and policies for National Societies. However, since most NSs are still at the learning stage, there is not much to share as interventions are not yet technically sound.

As 2002 was the beginning of implementation of HIV/AIDS interventions, there is need to undertake effective monitoring and evaluation to assess the impact on behaviour change and the well-being of people living with HIV/AIDS. Coordination of the process might be difficult as National Societies, being independent and autonomous, have their own priorities and other pressing issues. The complexities of multilaterally funded activities that need follow up only serve to compound the situation.

Constraints: Insufficient funding continued to hinder the health programme from effectively implementing activities and the situation for most of the year was that the availability of money determined what could be done. This led to the dismal performance of only five field visits by the regional health programme for technical support to National Societies. To mitigate funding shortfalls, the health programme approached non-traditional donors that led into good contacts being made with AMREF who might consider some support in the future, although no concrete plans were developed yet. Contact was made with SIPA/Actionaid who were however only willing to support HIV/AIDS interventions and which resulted into a partnership with the regional HIV/AIDS department.

Although the building of partnerships is outlined within Strategy 2010, more preparations and consultations are needed with both the regional delegation and technical departments in Geneva to make sure that initiatives meet strategic directions and are sustainable.

Another obstacle to the development and scaling up of health interventions within the region was that some National Societies do not have health departments nor focal persons to liaise with and make follow up of implementation. The regional health department continued to encourage National Societies to set up health departments and to include them in the appeal for 2003, and the NSs from Tanzania, Djibouti and Uganda recruited health focal persons.

Bilateral partnerships presented a lot of challenges in developing a coordinated approach to health with National Societies. This is because bilateral delegates approach NSs directly with little consultations with the regional delegation, and come with different packages and strategies that make it difficult to have one common approach. The regional delegation needs to be respected to coordinate and develop a harmonized approach to all bilateral partnerships with NSs.

Programme support and coordination at the regional delegation was not strong due to the absence of a regional programme coordinator to assist in programme planning and development and in guiding all regional programmes. However, with the Federation's change strategy, the position was created and recruitment will be completed in 2003.

Water and sanitation (wat/san) programme

The regional wat/san team undertook a total of 30 missions in 2002 to the National Societies from Tanzania, Uganda, Eritrea, Ethiopia, Somalia, Kenya and Rwanda, and two to the Southern Africa delegation.

Objective 1: Support to wat/san “scaling-up” in the region, by 35 per cent over two years, targeting a minimum of 350,000 beneficiaries in development projects and 500,000 in relief projects giving (850,000 beneficiaries in total).

The regional wat/san programme administered a questionnaire to all National Societies in the region to assess their wat/san human resource capacities and to establish whether they had prepared a wat/san strategy. Based on the results of the survey, the programme was able to devise appropriate support strategies to effectively respond to the capacity building needs of NSs. As a result, three National Societies from Kenya, Eritrea and Ethiopia developed draft wat/san strategies which were presented during the regional partnership meeting.

The Federation reduced its input into refugee wat/san projects in Tanzania and Uganda that serve a refugee population of 150,000 and 40,000, respectively. The phasing out was successfully completed in Tanzania with the complete withdrawal of technical delegates. External funding was secured and the development phase completed. However, in Uganda, the failure of ground water exploration delayed the process till 2003, although funding for the development phase was secured. The regional wat/san programme will continue to provide support to these two National Societies' refugee operations on an advisory capacity.

A detailed global funding package to support wat/san projects in the region in 2003 was prepared during the year and presented to partner NSs. Hard pledges were received for six projects: two each in Tanzania and Uganda, and one in Somalia and in Comoros. Good response is expected to continue in 2003.

Objective 2: Building a regional wat/san team and human resource database and development of National Societies' and the Federation's wat/san human resources.

Four PHAST training workshops were held in 2002 for the National Societies of Tanzania, Uganda, Ethiopia and Kenya. The Ethiopian Red Cross Society developed a project proposal to pilot PHAST in six branches as a result of a two-week PHAST training workshop held for 31 branch representatives during the second quarter of 2002. Funding for the proposal started coming in. PHAST training conducted for staff and volunteers of Uganda Red Cross Society saw the National Society incorporating hygiene promotion projects into community-based first aid. In Tanzania, PHAST was conducted to assess the hygiene and sanitation status in the Lugufu refugee camp, while in Kenya, the training was provided to Red Cross volunteers and 500 internally displaced households in Kieni district.

A significant increase in the demand for training in the PHAST methodology during the year necessitated the establishment of a regional PHAST team comprising five officers of the National Societies. The team will be responsible for training and monitoring of the methodology in the region and will be deployed on regional missions to countries that are still intending to or just started the PHAST process. The skills gained from PHAST training continue to be incorporated into existing wat/san projects. Additionally, promotion of participatory community activities, including PHAST, is continuous for all non-relief projects.

One of the objectives of a regional wat/san technical training conducted in July (see objective 3) was to increase the regional pool of National Societies' wat/san technicians to be added to the regional disaster preparedness database. Arising from this training, the number of wat/san members in the regional pool rose from four to 12. Two coaching missions for the RDRT were undertaken in Rwanda and Ethiopia. The National Societies from Ethiopia, Tanzania, Kenya and Eritrea were supported in restructuring their wat/san departments and in defining job descriptions and profiles of key staff members.

Objective 3: To improve and strengthen the regional wat/san disaster response capacity encouraging stronger links to the ICRC in relief wat/san..

A one-week practical 'hands-on' regional wat/san technical training workshop was conducted under field conditions in Kieni district, Kenya for 27 wat/san staff members drawn from National Societies in both the Eastern and Southern Africa regions. Areas covered included: rapid technical needs assessment; deployment of wat/san emergency equipment meeting SPHERE standards; operation and maintenance procedures; and water quality testing. The training aimed at strengthening the regional wat/san human and technical capacities to react promptly and efficiently to disasters in the region using existing wat/san emergency equipment stocks and to expand the wat/san pool within the RDRT. The wat/san department took the opportunity of the training to hold planning meetings with individual NSs to follow-up progress of their wat/san activities.

The wat/san team participated at a two-day technical training seminar on new water testing procedures and equipment conducted by a private company under the auspices of the ICRC. Access to this skill is very rare and this was a very good opportunity for the wat/san staff to gain skills which are very useful in the field.

The regional wat/san programme and Austrian Red Cross co-funded the participation of a wat/san officer from the Uganda Red Cross Society in the two-week emergency response unit training in Austria. Support was given to enhance the emergency response capacity of the Thika branch of the Kenya Red Cross Society through a joint assessment of contamination of a river supplying domestic water for 300 villagers following a train derailment.

Emergency response equipment was continuously maintained and updated at the regional warehouse and knowledge of efficient equipment suppliers disseminated within the region. As a pilot, the appeal 2003 includes the establishment of two small wat/san emergency packages in Rwanda and Ethiopia. The overall intention is to develop better in-country response capacity through providing appropriate training and to have dispersed wat/san stocks within the region.

Objective 4: Policy, strategy and profile development, coordination of Movement sector assistance to National Societies. Advocacy and linkages to other wat/san players.

A three-year wat/san programme proposal for 2003-2005 was developed during the year with an overall objective of launching an expanded and more focused programme at the beginning of 2003. The proposal is based on a review of past experiences both in the region and elsewhere, and a questionnaire sent out to National Societies that identified their priorities and perceptions of what a regional wat/san programme should have as its strategy, goals, and key activities. The document was presented at the partnership meeting and was fully endorsed by all NSs from the region. Funding for the proposal has begun to come in.

The wat/san team represented the Federation at various international and local wat/san events in which it took the opportunity to advocate for wat/san issues. Among these were an Africa-wide hygiene and sanitation conference in South Africa, which was a precursor to the sustainable development summit in Johannesburg; a gender in wat/san workshop in South Africa; and a seminar on sustainable rainwater harvesting in Nairobi. The regional team presented a paper of wat/san in emergencies - experiences and procedures in the International Red Cross and Red Crescent Movement at a regional wat/san summit funded by the Dutch and Swiss governments at which international and local humanitarian organizations were well represented. As a result of the advocacy by the wat/san team, the Federation received a lot of visibility as a major player in wat/san related issues earning a lot of interest for it to provide emergency response training to other organizations.

The wat/san delegate was invited to facilitate the wat/san session and share the African experience during the Middle East RDRT training in Iran.

Constraints: The change strategy tented to create a greater focus on the restructuring and the redefining of procedures as opposed to focusing on core programme delivery. This process is now completed and benefits should emerge from the restructuring of the health and care support unit which included closer integration of the health, HIV/AIDS and wat/san departments under a coordinator, and a strategic move from traditional programmes to a National Society-driven programme support unit.

Humanitarian Values •

Objective 1: To support the development of the communication capacity within each National Society in the region through technical support and training activities promoting understanding and application of the fundamental principles and humanitarian values.

An exchange training programme was initiated in February for information/communication officers of the National Societies to receive “hands on” training in media and audio-visual production at the regional delegation. The information officers of the Kenya Red Cross Society produced the National Society’s first aid manual, a video report of a water and sanitation project in Kieni in Thika branch, and a newsletter called “Reach Out”, among others through this training. The Rwandan Red Cross made a request for similar training for its information officers scheduled for 2003.

Coaching was provided to information officers from Seychelles, Madagascar, Ethiopia, and Eritrea National Societies in the production of press releases and articles profiling their NSs. As a result, these National Societies successfully produced articles that were posted on the Federation’s website.

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

The regional information/communication unit gave wide coverage of the National Societies’ activities in 2002 in which contact was made with both local and international media organizations. The Kenya Red Cross Society was assisted in covering a flood operation in April for which the Federation launched an appeal for CHF 1.7 million to assist 125,000 people; and in covering a national mass measles vaccination campaign in June in which wide publicity was given to the social mobilization activities of British actress Jane Seymour and a team of school children of the United States of America. Photographs and articles highlighting the event were posted on the websites of the Federation and the American Red Cross. The Kenya Red Cross Society was supported in covering an outbreak of highland malaria which claimed over 300 lives in six districts of Kenya. All these events were features by media based in Nairobi.

The information department covered the response of the Tanzania Red Cross National Society to a train accident that claimed over 200 lives, carried out interviews with both local and international media, and produced a series of articles and photographs highlighting Red Cross volunteers in action which greatly uplifted the National Society’s profile. Due to the wide publicity given to the operation, good response was received to the National Society’s fund raising campaign which realized a total of US\$ 110,000, including donations from the sister National Societies of China and United Arab Emirates through their embassies in Tanzania. The operation led to a strengthening of the relationship between the Tanzania Red Cross National Society, the office of the prime minister, and the Ministry of Health.

Jointly with the information officers of the Uganda Red Cross Society, wide coverage was given to the National Society’s assistance to a population of over 50,000 internally displaced persons following attacks on civilians by the rebel army in Northern Uganda. The publicity contributed to 65 per cent coverage of the National Society’s appeal from local contributions alone, in addition to support by international donors. The profile of the Uganda Red Cross Society was increased as it was among the few organizations in the country that could enter into the conflict zone and deliver service to the vulnerable. This was a clear demonstration of the respect and recognition that the Red Cross emblem holds due to its neutrality and impartiality.

A lot of print and media support was extended to the regional delegation’s departments. The HIV/AIDS department was assisted in preparing press releases, in the production of videos on HIV/AIDS home-based and care programmes, and in producing an article which featured in the Red Cross/Red Crescent Magazine. A new poster and brochure cover was designed and produced for the HIV/AIDS programme (refer to HIV/AIDS section for more details).

Support to the regional water and sanitation programme comprised the production of video material for the World Water Day in March, and in media coverage of a regional water and sanitation training workshop in June that attracted a lot of donor interest and attention. A concept paper on ways of closer collaboration and cooperation between the regional disaster preparedness/response and

communications departments to improve knowledge sharing through documentation was drafted. This initiative will contribute toward the capacity building of the communication departments of the National Societies of Ethiopia, Sudan and Rwanda. Support was given to a workshop conducted by the Africa volunteering programme in Congo, Kinshasa in February. An eight-minute video of an HIV/AIDS play entitled "AIDS KA" was produced for the Somalia Red Crescent Society for distribution to all its branches, while the strategic development plan of the Ethiopian Red Cross Society was produced and presented to the National Society. Coverage of Red Cross/Red Crescent global activities included the World Red Cross Day on 8 May, and the launch of the Federation's anti-stigmatization campaign.

Media coverage of the third annual regional partnership meeting in Nairobi provided opportunity for interviews with the Federation's vice president, and the head of the regional delegation in which the activities of the Movement in the region were highlighted. Coverage was given to the visit to Kenya by the Federation's secretary general in May. The secretary general officiated over the launch of the Kenya Red Cross Society's floods appeal, and signed a cooperation agreement with the French ambassador over the placement of a regional health expert within the regional delegation. A courtesy call by the secretary general to UNEP offices over the partnership of the Federation/UNEP on risk reduction was highlighted. A brochure for this joint project designed by the regional information/communication was presented to UNEP for printing.

Constraints: The post of information delegate remained vacant for a long time before the incumbent was recruited in April 2002, leaving a big vacuum in the support provided to National Societies. Lack of sufficient professional equipment inhibited the department from effectively providing services and covering events of National Societies within the region. Better equipping and funding of an information unit would lead to a better perception of the Red Cross/Red Crescent Movement's profile in the community due to effective coverage of activities.

The delegation was forced to discontinue the mission of the communication delegate in August due to severe budgetary limitations. As a result, the programme will need to be thought through again in order to adequately meet the development needs of National Societies. The delayed recruitment of a regional information officer due to lack of funding contributed to a heavy workload on the information delegate who had to cover 14 National Societies alone in addition to other urgent issues like disasters and emergencies. This resulted in a limited capacity of the information unit to provide optimal support. However, an information officer was finally recruited and started work at the regional delegation in December.

The information unit successfully negotiated with country delegations and National Societies for the inclusion of costs for technical support into their 2003 budgets. This covers travel costs and expenses for sending information officers for training and exposure at the regional delegation. If fully honoured and followed through, this arrangement will see more missions, an increase of regional exchange visits by officers of National Societies, and a higher profiling of NSs.

The attitude that the information unit is only necessary during emergencies and disasters from both donors and within the Movement needs to be changed as the information unit is an important and intrinsic part of the system which should be reflected in the core staffing structure.

Organizational and Resource Development •

Objective 1: To promote and develop good governance and management within National Societies of the region.

Coaching proved to be an effective means of learning around issues of financial transparency, independence of National Societies, and setting up of functioning administrative systems and procedures. Coaching and discussion of concrete issues carried out in the National Societies of

Madagascar, Mauritius, and Djibouti resulted in a better understanding of governance and management issues and as a result, officials and board members of National Societies with political connections in Madagascar and Comoros were replaced. Coaching was done through regional exchange programmes and use of key resource people of the National Societies, e.g. the president of Seychelles Red Cross coaching Comoros, Mauritius and Madagascar; by the delegate during missions for on-the-spot support; and via email and telephone. This enabled support to be given to the Malgasy Red Cross Society which was faced with a political crisis for the better part of 2002, making it impossible for the delegate to visit the National Society. Upon a specific request from the Rwanda Red Cross, the Federation's representative conducted training on governance and management for the National Society.

Support was given to the Kenya Red Cross in its branch development programme. During visits to the branches, the delegate provided advice on transparency, the role of good governance in ensuring proper management, and team dynamics. However, the National Society's branch development programme moved slowly due to organizational and capacity limitations at the headquarters level.

The Tanzania Red Cross National Society was encouraged to include its commitment to setting up democratic and functioning governance bodies, which were largely inoperative, within its 2002-2006 strategic development plan. This would improve both the National Society's capacity and its image with donors and partners. This recommendation was reflected in the revised strategic plan of the National Society which was presented to the regional delegation for comments before finalization in 2003.

Consultation meetings were held with the Somalia delegation, Norwegian Red Cross, and the Somalia Red Crescent Society over the implementation of the 2002 plans. Resistance to setting up of branch committees and new branches from Somaliland was discussed. The common consensus 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. Discussions were held with ICRC over the coordination of support to the development activities of the Somalia Red Crescent Society, especially those relating to structural changes such as setting up of branch committees and new branches. The ICRC as the lead agency was asked to call regular meetings for all the partners of the National Society.

Objective 2: To foster the development of strong branches of the National Society as the key to National Societies' ability to respond to the needs of the most vulnerable.

An application to the Finnish Red Cross to fund a capacity building programme in Red Crescent Society of Djibouti was accepted, and facilitated the recruitment of a representative of the Khartoum branch of the Sudanese Red Crescent to coach the National Society on strengthening capacities at branch level in the area of community health.

The capacity building fund facilitated training in project cycle management for the Comoros Red Crescent which enhanced the capacities of the National Society's regional committees to develop proposals to local partners and donors.

As part of the branch development programme of the Kenya Red Cross Society, advice was given to the National Society on volunteer recruitment and management, and on the involvement of volunteers in identifying, planning and the activities of vulnerable groups. Advice was provided on community support towards local resource mobilization and proper management of branch finances and resources.

Objective 3: To strengthen the capacities of the staff members and volunteers of the National Society.

The two National Societies of Seychelles and Rwanda drafted their volunteers' policies and Seychelles took a step further and developed an implementation plan for its policy. Through regional

information sharing, other National Societies like those in Mauritius and Djibouti realized the need for developing their volunteers' policies and initiated discussions towards this end.

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

More NSs are working towards developing strategic plans as a direct result of the support from the OD programme. Mauritius completed the first phase of its strategic planning, the Rwandan Red Cross is nearing completion while Comoros is putting the final touches to its plan.

Four NSs of Madagascar, Mauritius, Rwanda, and Comoros initiated the process of revising their statutes, while the fifth, Red Crescent Society of Djibouti, is holding consultations in view of beginning the process. Implementation of a detailed plan of action for a community-based health information programme with special attention on malaria and HIV/AIDS prevention in all branches of the Red Crescent Society of Djibouti is currently underway.

The Somalia Red Crescent Society was assisted in reviewing its 2001-2003 restructuring plan. The review indicated good implementation of the activities for 2001 where, apart from branch governance and management restructuring, some branches could identify and partially support implementation of activities, especially those relating to promoting HIV/AIDS awareness and prevention. However, poor organizational management capacity in the National Society's headquarters, and ongoing insecurity adversely affected implementation of activities during the second quarter. The delegation recommended the National Society reviews the plan in view of these obstacles.

The Sudanese Red Crescent was supported in revising its reform programme that mainly seeks to reorganize and strengthen the human resource, financial, administrative, and logistical capacities of the National Society's headquarters. A successful implementation of the reform programme would enable the headquarters to better support its very strong branches in meeting the needs of communities.

Objective 5: To improve the foundations of National Societies through aiding them to review and revise their statutes and conduct regular statutory meetings to achieve ongoing change in their countries and within their societies.

Five National Societies (Rwanda, Kenya, Uganda, Madagascar, and Ethiopia) held successful general assemblies during the year. Support was given to the Burundi Red Cross to organize an extraordinary general assembly to approve its statutes.

Objective 6: 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.

A lot of regional expertise was used for capacity building during the year through regional exchange programmes and information sharing. This is as a direct result of the time spent to identify local skills and capacities within National Societies. Examples here include using members of the National Societies from Rwanda and Seychelles to facilitate the implementation of a capacity building programme in the Burundi Red Cross, and the recruitment of a branch representative from the Sudanese Red Crescent to coach the Red Crescent Society of Djibouti on strengthening capacities at branch level.

Objective 7: To provide National Societies and the regional delegation's programming with complementary organizational development support for strengthening of capacities of the National Societies towards the realization of programming activities.

The organizational development department continued to work closely with other departments within the regional delegation as part of the integration process. Support was provided to the health department on social mobilization campaigns for polio in Ethiopia, and measles in Rwanda. The wat/san department was assisted in designing pilot community projects in Comoros, Djibouti and Madagascar for inclusion in the 2003 appeal.

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.

Significant achievements were made in the computerization of accounts of NSs under the technical supervision of the regional finance development delegate. The NSs of Uganda and Eritrea upgraded their system while Kenya, Rwanda, and Tanzania installed new software programmes during the year. The Sudanese Red Crescent is in the process of installing its system. Four NSs (Kenya, Uganda, Tanzania and Sudan) have opted for the Navison financial system after independent tendering for which the finance development delegate successfully negotiated a 30 per cent discount from VEGA, the licensed supplier for the East Africa region. The Kenya, Uganda and Tanzania Red Cross Societies signed their contracts with the supplier while the Sudanese Red Crescent will sign in 2003.

Several National Societies were assisted in developing finance procedure manuals in 2002. Five NSs of Ethiopia, Uganda, Sudan, Kenya and Rwanda finalized their draft manuals that are awaiting endorsement by their respective boards. Completion of the procedure in Uganda led to a tremendous improvement in reporting to partners and donors in the third quarter of the year. However, full endorsement of the manual is facing some setbacks due to disagreement by the board about the signing and purchase procedures. Three other NSs of Eritrea, Madagascar and Burundi are at the final stages of the process and are expected to finalize their manuals early in 2003.

Ongoing support is being given to the Somalia Red Crescent Society following a request for assistance in developing a comprehensive financial reporting and procedural system for headquarters and branches. Consultations are ongoing over the establishment of a cross-border Movement initiative between the Somalia Red Crescent Society, Norwegian Red Cross, ICRC, and the Federation whose implementation will begin in 2003.

The entire process of developing the finance procedure manuals was very participatory and took longer than anticipated as it was found necessary to sensitize boards of National Societies' who were initially sceptical, to understand the rules and utility of the manuals. Good progress continues to be achieved in this respect.

The relief operation for the volcano eruption in Goma in the Democratic Republic of Congo forced the Rwandan Red Cross to put its finance development programme on hold. A revised time frame was agreed upon with the National Society that facilitated completion of the process. Reports of two studies conducted in Rwanda during the year (on resource mobilization, and on human resources) are under preparation and will be distributed early in 2003.

The 2002 self-assessment process initiated by the monitoring and evaluation department in Geneva and administered in the region by the finance development delegate was successfully completed. Response was received from 12 out of the 14 NSs and featured in the annual report presented to the board in November 2002.

Two training workshops for finance officers of National Societies were held in Nairobi during the year: a regional finance development workshop in May, attended by 12 of the 14 NSs. Financial management development issues were prioritized and a timetable to address them developed. The workshop explored ways of cross-border sharing within the areas of computerization and development of financial procedures, and highlighted the linkages between finance management and organizational development, governance and the regional finance unit (RFU). The second training workshop on

strategic fund-raising was held in November in conjunction with the RC-NET sub-committee on domestic resource mobilization and attended by finance officers from 11 National Societies.

A regional resource mobilization conference was held in March for nine National Societies in which the Federation's policy for fund-raising, ethical issues linked to resource mobilization and critical steps to achieve a successful fund-raising project were introduced to participants. The programme facilitated the participation of the National Societies of Kenya, Rwanda, Uganda, Sudan and Tanzania at the Eastern Africa regional fund-raising workshop organized by the resource alliance and Ufadhili in Nairobi. The objective was to develop skills and knowledge on the principles, challenges, and techniques of local resource mobilization by NGOs and voluntary organizations.

The development of memorandum of understanding (MoU) with partners and bilateral National Societies was initiated during the course of the year. The Uganda Red Cross Society produced its first draft while the Kenya Red Cross Society is at the initial stages of the process. The model MoU from Uganda and Kenya will be used to develop a draft for the Rwandan Red Cross for its partnership meeting scheduled for March 2003.

Constraints: Systematic support by the Federation is a new concept for a number of Francophone National Societies and a lot of time is needed in coaching them on the Federation's procedures such as reporting formats, and financial and administrative requirements. This slowed down the implementation of normal programmes as most of the delegate's time was spent on administrative tasks. In addition, these are small National Societies with limited human resource capacities where for example, one person performs six different tasks, which leads to a slowing down of programme implementation. However, there is a need for a better understanding of the needs of Francophone National Societies by the non-Francophone speakers. There is need for more interest and willingness to engage with and support the so-called small and forgotten National Societies in the region.

A lot of work still needs to be done in Madagascar to clarify management and governance issues and tasks. It is unclear whether the resignation and appointment of a new secretary general will have any impact on governance and management tensions which exist and which need to be resolved, particularly with new donor interest in the country since the improvement of the political situation in Madagascar.

The mission of the organizational development-Anglophone delegate was completed in September and a replacement will not be sought. This left a gap in the department and discussions are underway to determine how best to ensure continued support to the National Societies the delegate was supporting. The appointment of the Federation's representatives in Ethiopia and Sudan that were being directly supported by the organizational development delegates will relieve some of the pressure in the department.

Implementation of activities under the finance and development programme was delayed at the beginning of the year due to budgetary constraints due to funds being received late from the capacity building fund. Among those affected were the Kenya and Tanzania Red Cross Societies. Funds for the Uganda Red Cross Society took a little longer to raise than was expected. Generally, the extra investment made in initiating constructive dialogue with partners was better coverage of the budget for the programme for the whole year, although not in full.

Some delays were experienced with the self-assessment process in several National Societies due to logistical problems in communication, especially with the Red Crescent Society of Djibouti. Initiatives to improve communication were taken and discussions held with the affected NSs to set up alternative means of communication e.g. going through the bilateral delegate of the French Red Cross to contact Comoros.

The final phase of an exchange programme between Eritrea and Rwanda initiated in 2001 to replicate the reporting system of the Red Cross Society of Eritrea in branches of the Rwandan Red Cross was delayed due to excessive workload in Eritrea. It is hoped that it might be completed early in 2003.

The regional finance development delegate was the acting Federation's representative for Rwanda and Uganda after the end of mission of the immediate representative in October, as well as being the technical advisor to the RC-NET sub-committee on domestic resource mobilization. These two functions increased the workload and took up a lot of time.

The ten-year strategy of the regional finance development programme is still ongoing. After two years of intensive support by the technical delegate, it was decided to phase out the presence of a full-time delegate and integrate the programme with the general organizational development programme. Some of the strategic objectives of the programme can be covered by the National Society or regional resources and do not require permanent delegate presence. Despite this, the RC-NET sub-committee on fund-raising to which the regional finance delegate was the technical advisor would still need assistance from the regional delegation. The resources to implement plans related to this activity would however need to be sought.

The overall aim of the regional organizational development programme is to see better functioning branches working closer to the communities. The programme should see more inter-regional exchange and networking which would lead to a better trained and more developed human resource capacity within the region, and with volunteers' policies to support and enhance the capacities of the volunteers. This calls for the identification of areas where regional expertise can be used frequently and optimally for the benefit of NSs. This goes hand in hand with the need to identify areas where real organizational development needs are and where significant and tangible impact can be achieved.

The programme envisages more NSs with up to date statutes and fully developed strategic plans whose implementation is supported by all members of the Red Cross/Red Crescent family under the coordination of the Federation. With properly functioning systems and procedures and better management, National Societies should be able to enter into more local partnerships to improve their local funding base.

Regional Cooperation •

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 the sub-regional level.

The third regional annual partnership meeting was held from 3-6 June in Nairobi and attended by 80 participants, including the vice president of the Federation. The meeting was dynamic and National Societies of the region seemed to really begin to take charge of the forum to further create a regional identity and steer themselves to becoming stronger, more vocal members of the Movement. Among the issues discussed included the Federation's change strategy, the strategy for the Movement, the RC/RC and the surrounding environment in the region, launch of the regional wat/san programme proposal, the regional health and care integration, and the HIV/AIDS workplace programme. A best practice fair was organized and special country meetings held for Sudan and Burundi. The president of the Federation made a one-day stop over in Nairobi to address the gathering and held special meetings with all NSs and PNSs.

The Red Cross/Red Crescent Network for East Africa registered remarkable successes in 2002 in promoting cooperation and programme support between National Societies in the region. Its board organized the agenda and facilitated the whole partnership meeting in June. An entire day was devoted to the activities and structure of the RC-NET, and in which a dynamic new governing group was selected and is committed that the network will be more active and results focused than in the

past. The board met three times in 2002 and succeeded in clarifying the relationship between the regional delegation and its members who had different views on the kind of support should be provided by the delegation and what the responsibilities of the NSs were. There was a strong sense that NSs should take greater control of the RC-NET if it is going to be a meaningful forum.

During its first meeting, the follow up of the environmental analysis of the region from the partnership meeting, an update on the Federation's change strategy and its impact on Eastern Africa region, and an update on the self-assessment process of the National Societies were deliberated. Progress of the five working groups of the RC-NET (health, disaster preparedness, branch development, governance and management, and domestic resource mobilization) was presented as well as an update on harmonization of tools used in the region and cross-border knowledge sharing. The financial update of the RC-NET and funding strategy for 2003 was presented during the meeting. Quarterly meetings will be initiated in 2003 to support the five working groups.

The regional delegation gave direct technical and administrative support to the RC-NET working groups. The organizational development delegate as the regional delegation focal point for the RC-NET provided general technical support to the network, including the completion of the 2002/2003 plans of action, and budgets for the three thematic working groups on domestic resource mobilization, good governance and management, and strategic branch development. These plans and budgets were submitted to prospective donors for support.

The second training workshop of the RC-NET subcommittee on domestic resource mobilization was held in December and focused on strategic fund-raising planning. It was attended by 11 out of the 14 National Societies in the region. The terms of reference and 2003 budget for the resource mobilization sub-committee was discussed during the workshop and later endorsed by the RC-NET task force meeting. Participants evaluated the training and found it very relevant and useful for their daily work.

The RDRT of the RC-NET was fully established and trained and is now fully operational (refer to DP/R section for more details)

Objective 2: To play a coordinating role between all members of the Movement (the ICRC and National Societies) for organizational strengthening and capacity building.

Two regional twinning network meetings were held during the year under the auspices of the RC-NET and with the support of the Swedish Red Cross. The network undertook comparative studies on the impact of twinning and bilateral support on branch development vis-a-vis absence of external support on branch development in five NSs of Ethiopia, Kenya, Tanzania, Uganda and Sweden. The final report was to be presented during the branch development seminar in March 2003. The network developed an applicant guide for use as a practical tool for branch development and revised the manual on branch development.

There was some progress in the quality of support to National Societies' development and relief efforts as bilateral donors, the ICRC and the Federation worked together to share information and resources. However, in general, the coordination function continues to remain a challenge. While all partners agree it is necessary, not everyone wishes to abide by this arrangement or to participate fully. The Goma/Rwanda volcano operation in January was an excellent case study (see evaluation report). Moreover, while the strategy for the Movement was approved already in November 2001, and its monitoring task force established at the same time, the delegation wished to begin to operationalize this strategy within the region with its partners. However, the interest of the ICRC was extremely limited until July of this year. Even after this initial interest, little progress was achieved. Nonetheless, National Societies agreed at the June partners meeting that every one had to take the lead within their respective countries to begin putting into practice certain activities listed under the strategy.

Meetings were held with the ICRC's colleagues participating in their bi-annual review meeting to discuss joint strategies to support National Societies in the region. The issue of the political

disturbance and population movement workshop was debated at length since the ICRC felt it was beyond the mandate of the Federation to organize such a meeting. The Federation felt its duty to respond to a strong request by NSs via the RC-NET to address the issue of their role in such context, especially for small and medium disasters. Discussions were held with the head of Africa sector, the ICRC's cooperation department. Topics included how to operationalize the strategy for the future of the Movement in functional areas such as DP, information, etc., as well as in countries where both the Federation and the ICRC are present.

The coordination function is implicit in all programmes, especially in organizational development, with oversight provided by management. A special session on "Strategy for the Movement" was organized with heads of delegation (HoDs) in February as a continuation of an earlier session conducted last November. The session sought to analyze progress made by HoDs in discussing the strategy with National Societies and the ICRC partners and identifying ways of further applying the strategy. Regular contact is maintained with the ICRC and the PNSs present in Nairobi through informal meetings, although formal monthly meetings as planned were not possible on a regular basis.

The delegation made efforts to broaden and deepen the understanding of cooperation agreement strategies (CAS) to its own delegates and partners through quarterly team management meetings, and by providing feedback to draft documents as they were produced. In addition, continual emphasis was placed on the importance of CAS to participating societies. However, due to delays in recruiting Federation's representatives in several countries for most of the year (Ethiopia, Sudan, Rwanda, and Uganda), none of the CAS processes could be finalized. The CAS for Kenya was put on hold until the presentation of the National Society's new strategic development plan in October. With representatives now in place, it is expected these documents will be completed in 2003, although it is extremely important to remember that CAS is a process and the emphasis must be on a sound process, not on the production of a document.

Objective 3: To develop the regional programme of knowledge information sharing system (KISS).

This objective is on hold due to lack of capacity and funding in 2002.

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

The regional delegation continues to revitalize the global recruitment programme that took a low priority for some time, but is now back on track. The regional delegation is working with delegations and NSs in the region to support the identification of qualified staff members and volunteers of the National Societies' for completing the basic training course (BTC) and eventually regional and international assignments. In 2002, there were 19 applications for BTC, five selections, two trained compared to 2001 when there were 16 applications, seven selections and only one trained. Five Africans from the region, two from Tanzania, two from Kenya and one from Uganda, were placed as delegates in various parts of the world during the year; a total of 15 Africans in the field.

The global recruitment programme continues to work with National Societies and delegations to identify, screen, and organize training for future delegates from the region. Work in 2002 involved distributing the new global recruitment CD-ROM to National Societies and delegations, advising on the standard recruitment process, and attempting to match trained persons in the regional database with open positions. Two experienced delegates from the region were deployed to the Goma Volcano emergency, and a third recruited, but cancelled at the last minute due to inability to obtain permission from the candidate's employer to release him for the requested full three-month period. The programme will be strengthened in 2003 based on the lessons learned in the recruitment and placement process of candidates. The regional delegation is strict on following up the system in place for the benefit of the candidate. However, on several occasions small crises arose due to lack of

understanding and respect of procedures by some individuals, National Societies, and even the Secretariat in Geneva.

Coordination and Management •

Objective 1: To provide cost effective financial management support services for the Federation covered by Nairobi and Harare regional delegations through the RFU.

The RFU now covers both Eastern and Southern Africa regional delegations after Southern Africa was successfully incorporated during the year. As such, the bulk of its work involves carrying out the functions listed in the RFU terms of reference on a regular monthly basis.

The RFU supported Ethiopia and Uganda to move from the CODA finance system to the simpler new FRT system as part of the support provided to the integration process.

Regional finance meetings and training workshops were held for all finance staff members within the East and Southern African regions. Training was conducted in the use of budgeting and financial management tools for budget holders at the regional delegation which promoted a greater application of the concept during the process of elaborating the 2003 appeal and a greater understanding and ownership of the final product.

Close support was given to new emergencies in both the Eastern and Southern Africa regions including the Goma Volcanic eruption, the refugee relief operation of the Tanzania Red Cross National Society, the drought operation in Eritrea and Ethiopia, and the Southern Africa food security operation. Although not fully involved in the set up of the RDRT, the RFU plays a big role in coordinating the finance input and provided finance facilitators from the National Societies of Uganda and Tanzania to conduct the financial session during the RDRT training. However, there is a need to strengthen links between disaster management and finance in the field. Direct links were established with heads of delegations and the Federation's representatives who benefited from regular coaching, advice and support from the RFU.

The number of finance and administration delegates reduced steadily during the year with consequent cost savings. Jointly with the audit department in Geneva, the RFU was involved in the internal audit of a number of delegations, including Nairobi and Harare. For the first time, the RFU will be directly involved in the Federation's global audit by Price Waterhouse Coopers for 2003.

Breakdown of the internet and server was a major setback for the RFU in 2001, but was significantly diminished in 2002 after the installation of a new server and computer networking at the regional delegation's premises. Continued strong IT/Telecom support will become even more important since more of the RFU's finance tools will depend on internet-based programmes.

The RFU has only two analysts and the departure of one of them during the year affected its efficiency considering that it takes a long time to recruit and train a replacement before they become fully conversant with the operating system. A long-term measure will be to recruit more finance analysts especially with the change process that will see the RFU assuming more responsibilities from Geneva.

The head of the operations accounting and development unit at the Secretariat visited the regional delegation in April to explore the future role of the RFUs in view of the Federation's change strategy, and held discussions with the Federation's representative, management and staff members of the National Societies of Uganda and Rwanda. A concept paper of possible future developments to the work in the RFUs was developed following the visit and is now under wider discussion.

For a long time the RFU lacked clarity over its future structure, and this becomes even more critical in view of overall change strategy of the Federation. However, it was resolved that the RFU will cover the whole of Africa from 2003 and Abidjan will be retained as a satellite sub-RFU covering the West Africa region. Consequently, there is need to establish practical working modalities to cover West Africa because of problems with telecommunication, travel cost and the language barrier. The reporting lines and methods of working with other regional delegations will be clarified in due course. Additionally more responsibilities will fall under the RFU structure under the Federation's change strategy as extra functions are taken on from finance department in Geneva.

Reconciliation and clean up of balance sheet accounts of all offices of the Federation in the two regions was ongoing throughout 2002. Significant progress was made in this respect and in reconciliation of balance sheet accounts in all countries through the coordinated efforts of country offices, RFU and finance staff in Geneva. However, there are still several areas of weakness to correct that were targeted as a priority. It is a key objective to reconcile these accounts for all countries by 2003.

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.

With the recruitment of a reporting officer in late 2001, the delegation improved its reporting timeliness and was able to meet its reporting obligations. In addition, the delegation produced its 44th bi-weekly report since beginning in mid-2001 and the distribution list continues to grow as requests come in to receive this fortnightly newsletter which many find helpful to follow the activities in the region and keep abreast of new developments in a timely manner.

Owing to the continued operations demands within the region, the human resources unit identified flexible recruitment methods that helped meet the staffing needs of National Societies and delegations. The department facilitated regional deployments and exchange programmes to share experiences and knowledge for both NSs and delegation staff. A new medical scheme was introduced for local staff members at the regional delegation that gives access to anti-retroviral therapy for HIV-positive staff. Travel insurance policy for staff, a staff provident fund and a cooperative scheme were introduced during the year. A complete review of procedures for the human resources system in the regional delegation will be published in 2003, and will be coordinated with the human resources plans of NSs and related manual. The human resources manager will take over the follow up of delegates' files in addition to management of the activities of local staff members. This will be a priority in 2003.

A new administration manager was recruited during the year to take overall charge of the facilities and ground maintenance and the day-to-day administrative matters at the delegation. Since this recruitment, tremendous improvements were made in the method of working for the facilities department which experienced an enormous increase in requests following the move to the new premises at the end of 2001. Various forms to request for services and a database to monitor payments of rents, telephone bills, electricity bills, and water bills for the regional delegation premises and delegates' residences were introduced. Inventories of properties in offices and delegates' residences are kept and regularly updated. The regional delegation introduced a new system of renting out its conference room to partners as one of its efforts to cover systematic core costs.

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 liaise with Geneva for knowledge sharing, keeping RC-NET well posted.

Four team management meetings (TMM) were held during the year. A special one-day TMM was conducted in June following the annual partnership meeting and focused exclusively on how to apply the Federation's new change strategy at the field level. Coordination mechanisms were planned for the preparation of the annual appeal and mission plans for the upcoming quarters shared and discussed among delegates and heads of delegations.

The health and care team worked to develop a proposal for integrated health programming that was presented at the partnership meeting for discussion and input. The concept seeks to help NSs go beyond theory to truly apply ARCHI principles at the grassroots level and will be piloted in three countries in 2003. Some donors already committed to supporting it. At the same time, the restructuring process for the health and care support unit started and will see the integration of wat/san and HIV/AIDS departments within health and care completed by end of 2003. The three delegates will be phased out during 2003 and a locally recruited senior team will be in place to take over all responsibilities through a coaching, training, and exposure method. The health and care department is the first unit to be reorganized with the early end of contract of the regional health delegate (February 2003). The regional HIV/AIDS and wat/san delegates will assume the overall technical and managerial supervision of the regional health department.

The inter-disciplinary nature of the RDRT contributed to a more coordinated and cohesive approach by delegates and staff members from different departments for working together. Per the request of the RC-NET, regional delegates will work much 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 coordinator 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 integration of the Federation's support into all NSs of the region.

The integration of Federation's delegations/representatives into National Societies in Uganda, Rwanda, Ethiopia, Eritrea, is complete. Sudan took longer than foreseen mostly due to the reform process that the National Society faces and due to internal matters. The Burundi office was closed in December 2002, owing to inability to identify the Federation's organizational development delegate in April. However, the Spanish Red Cross offered to assist the National Society through its transition process that proceeded well in 2002.

The Tanzania Red Cross National Society requested the Federation to extend its hand over of the refugee relief operation until end of 2003. The decision was confirmed following an external evaluation which concurred that this extension was necessary and appropriate given the circumstances of increasing refugee numbers, speed of the Tanzania Red Cross National Society's financial development process, etc. Somalia will continue to maintain a delegation for as long as the situation within Somalia remains at status quo.

The Indian Ocean Islands task force's plan of action is still managed directly by the organizational development department in Nairobi through regular visits to oversee the implementation of the change process (see organizational development section).

Objective 5: Represent the Federation in the region and be a strong advocate on issues identified by the Ouagadougou Conference; strengthening relations with the ICRC; developing links with the members of Federation's statutory bodies and contribute to the decentralization process between Geneva and the field; increase partnership with corporations, governmental (United Nations and African Union) and non-governmental organizations.

Relations with the Secretariat suffered this year from the strains that the change process imposed on the staff members in Geneva which obliged many colleagues to devote exceptional time and energies into the process to the detriment of service provision and support to the field. It is expected this

situation will improve in 2003 now that the change process is clear and begun to be implemented. Relations with delegations in the region remained positive and were strengthened as of June with the new reporting lines of country delegations to the regional delegation. Increased use of new technologies such as conference calling enabled improved communications and consensus building and cost-savings owing to reduced travel. Relations with other delegations outside the region, especially within Africa grew over the year through the Africa department's linkages, meetings, and with the improved access to speedy and reliable electronic communications.

The head of regional delegation represented the Federation at the meeting of an alliance of the world's seven biggest youth organizations held in Nairobi, which agreed on six strategic areas and drew plans of action targeting youth aged between 10-25 years in the fight against HIV/AIDS. A follow-up telephone conference in September outlined the plan of action, and reviewed the situation of each country's programme to identify constraints in a bid to ensure that maximum support was being provided to all associations. It discussed structural aspects of the regional coordination mechanism to ensure that they are fully operational (refer to HIV/AIDS section for more details). The new programme started following up the initiatives of the member countries but will require strong input from the regional delegation in 2003 until each one of them finalizes plans. The regional delegation is hosting the secretariat in its premises.

The regional delegation participated in the 2003 consolidated appeal process organized by OCHA in August to develop a coordinated regional inter-agency strategy for the Great Lakes region. The workshop undertook an analysis of lessons learned from the 2002 process and developed a regional strategy and implementation plan, with an emphasis on inter-agency cooperation and coordination. The Federation and World Vision International are taking the lead role in a working group on the inter-agency contingency planning on cross-border issues and customs matter formed as a result of the process (refer to DP/R section for more details).

The Federation's secretary general made a three-day visit to Kenya in May and held consultations with governmental ministers, the ICRC's head of delegation, and the executive board and senior staff members of the Kenya Red Cross Society. The Federation's secretary general held a special meeting on Somalia with the National Society's chairman, and HoDs of the Federation and the ICRC.

To develop closer links with the Federation's statutory bodies, the delegation invited the Federation's vice-president to participate in the annual partnership meeting which served to open up dialogue between NSs of the region and their vice-president, and provided a first hand opportunity for the representative to witness how the region works together, what its challenges are, etc. During the year, the HoRD provided briefings to the presidents of Uganda and Somalia Red Cross Societies on the region's activities and National Societies' development in preparation for their participation at the board meeting in Geneva.

The Federation's *World Disasters Report* was launched in June and focused on reducing risk. An exhaustive report using the Federation's video news release and background information was broadcast prime time by Nation TV, one of the main television networks in Kenya. The delegation provided a special briefing to the Federation's disaster commission member from the Tanzania Red Cross National Society on food security issues, as well as briefed the Uganda Red Cross Society's president on the Goma Volcano and initial experiences and lessons learned.

The regional HIV/AIDS delegate represented the Federation at the annual European Red Cross heads of communications and fund-raising meeting held in The Hague, Netherlands in March, and presented the current trend of the epidemics in the region and the Federation's strategy and programmes on HIV/AIDS. The delegate appealed to the European NSs to participate in the global RC/RC campaign to reduce stigmatization and discrimination against people living with HIV/AIDS in Africa.

Contacts continued with UNEP over the global partnership agreement signed in October, and joint fund-raising started with local donors to support the first project worth US\$ 1.7 million. This will enhance the capacities of NSs to be included into a mitigation and risk reduction of the effects of environmental disasters in Africa, especially droughts and floods.

A new partnership project with the French government was initiated during the year in which the French cooperation bureau will put at the disposal of the Federation's regional delegation a regional technical advisor in health and social development to be placed at the delegation on a part-time basis, up to four years and covering seven countries. This expert will be a member of the health and care unit of the regional delegation.

Objective 6: Ensure implementation of recommendations on integrity issues of the general assembly, transparency in activities of the Red Cross, good and effective communication between governance and management, and advocacy.

The HoRD was in regular contact with NSs that faced sensitive transitional periods, and remained at their disposal for advice when requested but respected their internal affairs. Madagascar, Comoros, Sudan, Djibouti, Somalia, Rwanda, Burundi, and Tanzania were supported in one way or another during the year. No strong integrity issues were registered in 2002 but all specific areas of concern were addressed with the leadership of each National Society.

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 website at <http://www.ifrc.org>

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.07/2002 East Africa regional

Period: year 2002

Project(s): PKM002, DJ002, 64001, 64002, 64003, 64102, 64104, 64162, 64201, 64301, 64302, 64401, 64402, 64410, ER410, KE410, MU001

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	4,500,365				
less					
Cash brought forward	562,922				
TOTAL ASSISTANCE SOUGHT	3,937,443				
<u>Contributions from Donors</u>					
American Government PRM #2 (DGUSPR2)	339,623				339,623
American Red Cross (DNUS)	71,975				71,975
Belgian Red Cross (DNBE)	95,907				95,907
British Red Cross (DNGB)	191,956				191,956
Danish Govt.via Danish Red Cross (DGNDK)	32,679				32,679
Danish Red Cross (DNDK)	125,340				125,340
DFID - British Government (DFID)	150,000				150,000
DFID 3- British Government (DFID03)	173,881				173,881
Donor - Capacity Building Fund (DCBF)	164,800				164,800
Donor - Unidentified (D000)	272,040				272,040
Ethiopian Red Cross Society (DNET)	2,000				2,000
Finnish Govt.via Finnish Red Cross (DGNFI)	68,973				68,973
Finnish Red Cross (DNFI)	22,187				22,187
German Red Cross (DNDE)	48,852				48,852
Icelandic Red Cross (DNIS)	-1,417				-1,417
Irish Government (DGIE)	53,980				53,980
Kenyan Red Cross (DNKE)	1,584				1,584
Kuwait Red Crescent (DNKW)	1,474				1,474
Mauritius Red Cross Society (DNMU)	1,000				1,000
Nestle (DPS011)	300,000				300,000
Netherlands Red Cross (DNNL)	17,509				17,509
Norwegian Govt.via Norwegian Red Cro (DGNNO)	218,072				218,072
Norwegian Red Cross (DNNNO)	48,425				48,425
Red Cross Society of Eritrea (DNER)	517				517
Rwandan Red Cross (DNRW)	2,500				2,500
Seychelles Red Cross (DNSC)	500				500
Somali Red Crescent Society (DNSO)	499				499
Spanish Red Cross (DNES)	5,000				5,000
Sudanese Red Crescent (DNSD)	2,428				2,428
Swedish Govt.via Swedish Red Cross (DGNSE)	451,618				451,618
Swedish Red Cross (DNSE)	90,862				90,862
Uganda Red Cross Society (DNUG)	1,500				1,500
Unilever/Domestos (DPS007)	-100,000				-100,000
United Arab Emirates Private (DPAE)	945				945
DENMARK				59,959	59,959
GERMANY				36,632	36,632
GREAT BRITAIN				59,959	59,959
USA				59,959	59,959
SWEDEN				40,575	40,575
TOTAL	2,857,210			257,084	3,114,294

II - Balance of funds

OPENING	562,922
CASH INCOME Rcv'd	2,857,210
CASH EXPENDITURE	-2,961,319

CASH BALANCE	458,813

Appeal No & title: 01.07/2002 East Africa regional**Period: year 2002**

Project(s): PKM002, DJ002, 64001, 64002, 64003, 64102, 64104, 64162, 64201, 64301, 64302, 64401, 64402, 64410, ER410, KE410, MU001

Currency: CHF**III - Budget analysis / Breakdown of expenditures**

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction	80,000					80,000
Clothing & Textiles						
Food & Seeds						
Water & sanitation	35,000	2,206			2,206	32,794
Medical & First Aid	35,000	-225			-225	35,225
Teaching materials						
Utensils & Tools						
Other relief supplies		2,080			2,080	-2,080
Sub-Total	150,000	4,061			4,061	145,939
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	32,700	51,807			51,807	-19,107
Medical equipment						
Other capital expenditures	5,700	10,132			10,132	-4,432
Sub-Total	38,400	61,939			61,939	-23,539
<u>TRANSPORT & STORAGE</u>	310,800	152,868			152,868	157,932
Sub-Total	310,800	152,868			152,868	157,932
<u>PERSONNEL</u>						
Personnel (delegates)	1,494,900	894,813		257,084	1,151,897	343,003
Personnel (national staff)	697,700	399,712			399,712	297,988
Sub-Total	2,192,600	1,294,526		257,084	1,551,610	640,990
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	72,980	26,661			26,661	46,319
Travel & related expenses	182,800	149,490			149,490	33,310
Information expenses	83,800	22,821			22,821	60,979
Admin./general expenses	400,500	350,943			350,943	49,557
External workshops & Seminars	573,445	266,035			266,035	307,410
Sub-Total	1,313,525	815,951			815,951	497,574
<u>PROGRAMME SUPPORT</u>						
Programme management	303,460	188,458			188,458	115,001
Technical services	90,840	55,566			55,566	35,274
Professional services	100,741	61,640			61,640	39,101
Sub-Total	495,040	305,664			305,664	189,376
Operational provisions		8,310			8,310	-8,310
Transfers to National Societies		318,000			318,000	-318,000
TOTAL BUDGET	4,500,365	2,961,319		257,084	3,218,403	1,281,962