

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 REGIONAL PROGRAMMES

15 May 2004

In Brief

Appeal No.: 01.13/2003 ([Click here to access the 2003 Appeal](#))

Appeal target: CHF 2,898,647 (USD 1,971,691 or EUR 1,970,574)

Appeal coverage: 85.7% ([Click here to access the Final Financial Report](#))

Appeal 2004: East Africa regional programmes no. 01.10/2004 ([Click here to access the 2004 Appeal](#))

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For further information specifically related to this Annual Appeal please contact:

- *In Kenya: Françoise Le Goff, Federation Head of Eastern Africa Regional Delegation, Nairobi; Email ifrcke03@ifrc.org; Phone 254.20.271.42.55; Fax 254.20.271.84.15*
- *In Geneva: Josse Gillijns, Federation Regional Officer for Eastern Africa Dept.; Email josse.gillijns@ifrc.org; Phone 41.22.730.42.24; Fax 41.22.733.03.95*

Overall analysis of the programme

During 2003, many important, cross-road changes occurred: political, socio-economic, and humanitarian changes including structural changes within the International Red Cross and Red Crescent Movement. The Federation Regional Delegation in Nairobi went through a global change process which both affected the field but also offered many opportunities for working differently. Programmes especially in health and disaster management saw the results of strategies developed in 2000 while promotion of humanitarian values and regional cooperation picked up during the year. However, managing the region and the delegation offices will present big challenges for the future if the new proposed systems are not implemented with reliable and long term funding and political commitment from all Federation stakeholders.

Click on the links below to go directly to the individual sections within this Report:

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[Federation Cooperation](#) - [International Representation](#) - [Field Management](#)

Health and Care

Goal: Contributed to improved health and care of the most vulnerable households/ communities, including those affected by conflict, epidemics (inclusive of HIV), and disasters in Eastern Africa region.

Objective: The capacity of national societies in enabling households/communities to reduce vulnerability to epidemics/injuries, and to prepare for and respond to basic health needs and health crises in partnership with stakeholders increased. Capacity of national societies' increased to enable households/communities, to mitigate the impact of epidemics/injuries and prepare and respond to basic health needs and health crises with increased partnerships with stakeholders through the network of community volunteers.

Progress

Standard regional community health coaches system developed tested and applied in seven of the national societies in the region.

Active support through both field missions and via email was provided to the seven national societies from Uganda, Tanzania, Ethiopia, Eritrea Rwanda, Kenya, and Somalia towards achieving this objective. At the end of 2003 four of the seven national societies (Uganda, Tanzania Ethiopia and Eritrea) had fully established volunteer policies with volunteer management systems that use community coaches to support and supervise volunteer activities. It is worth noting that the development of a coach manual, recruitment and training of community coaches in Eritrea was made possible through assistance from the Netherlands Red Cross. The remaining three national societies from Rwanda, Kenya, and Somalia are at different stages in the development of volunteers' policy documents which is a fore-runner to the establishment of volunteers' management and coaching systems. These will be followed up and completed in 2004

Impact

The coaching system has ensured effective monitoring and supervision of volunteers' activities in the communities leading to greater impact and increased image of the national societies within the communities, government ministries, local authorities, and partner organizations including United Nations agencies that national societies collaborate with at field level.

A particular success of the coach system was during house to house social mobilization for the mass measles campaign in 2003 in which Tanzania Red Cross coaches monitored and supervised 120 volunteers; Uganda Red Cross used 271 coaches to monitor 3,894 volunteers; Ethiopia Red Cross mobilized 40 coaches to supervise 300 volunteers; while in Eritrea 35 trained coaches supervised 413 volunteers.

In Eritrea, community coaches are also monitoring the distribution of relief items for the drought operation. Tanzania Red Cross is developing a blood donor recruitment programme that will see the retaining of the coaches who participated in the mass measles campaign. This will also provide them with more activities which are instrumental in retaining both coaches and volunteers.

Due to the high impact of the coach system in the region, case studies of Red Cross community social mobilization in Uganda and Tanzania were presented at a conference in Namibia and elicited a lively debate and high acclaim for their successes.

Constraints

More national societies need to develop their volunteer policy and establish volunteer management system for monitoring of community health interventions. There is also an urgent need to assist the national societies to develop branch capacities. The regional health and care unit together with the organizational development department will analyze existing models in 2004 and produce directives to assist national societies to harmonize their system for sustainability.

The retention of the large number of volunteers and coaches mobilized during mass campaigns has been a major challenge. This calls for the development of more programmes for continuous community health interventions for volunteer to engage in. This endeavour has been hampered by the fact that implementations of many programmes are limited to selected branches; cascading of programmes to many branches is a possibility to consider in

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motivating and retaining coaches and volunteers. Good efforts can be noted for Eritrea and Tanzania under the drought and blood donor programmes respectively.

Capacities of seven of the national societies in the region enhanced and networking improved through Regional Health Task Force assistance in strategic planning, creation of systematic monitoring mechanisms, and coordination and networking skills.

Five national societies (Comoros, Madagascar, Eritrea, Ethiopia, and Kenya) were assisted in developing their health strategies in 2003. The Comoros Red Crescent developed its health and care strategic plan 2004-2007; Malagasy Red Cross its HIV/AIDS strategic plan that incorporates communicable diseases; the Red Cross Society of Eritrea developed an integrated five year health plan that integrates water and sanitation (WatSan), HIV/AIDS and communicable diseases (HAMSET); Kenya Red Cross developed its five year strategic health plan; while Ethiopia Red Cross reviewed its community based first aid training programme and programme for efficient community based first aid service that is part of the national society's strategic health plan.

In order to promote regional exchange for learning and experience sharing, the Somalia Red Crescent health coordinator from Somaliland visited the Kosti branch of Sudanese Red Crescent to learn from the HIV/AIDS activities and share the Somalia Red Crescent's experience in reproductive health (see Somalia delegation report for more details). In the same spirit, national societies from Eritrea, Ethiopia, Uganda and Somalia undertook a study tour of the Kenya Red Cross home based and community care programme in Mombasa branch

National societies from Tanzania, Uganda and Kenya were assisted to develop tool kits for use in branch and vulnerability capacity assessments (VCA and BCA) under the Lake Victoria Red Cross partnership. This partnership involving these three national societies is funded by SIDA through the Swedish Red Cross. A combined sub-regional proposal for the three societies was developed from the BCAs and VCAs and submitted to SIDA; this proposal will benefit an estimated 30 million people in the lake basin.

Refer to preceding section for the participation of national societies from Rwanda, Uganda, Ethiopia and Eritrea in their respective national mass measles campaigns. These societies were actively supported by the regional health and care unit to develop proposals for their participation.

The health and care working group of the RC-NET¹ is a core group of health personnel drawn from national societies in the region. Each core group member represents a sub-region acting as the focal point for information gathering and dissemination from and to the national societies within their sub-region. As a focal person, they are responsible for regular communication and sharing of activities from their sub-regions. This has improved ownership of the health working group by member national societies. During the 3rd annual meeting held in June 2003, HIV/AIDS and malaria prevention and control activities were presented and reviewed with a view to improve capacities through experience sharing. An analysis of the national societies' health policies, structures and human resource capacities was also presented.

Impact

National societies involved in the 2003 measles campaign have a strong volunteer base ready for other community health interventions e.g. the five years strategic plan of the Red Cross Society of Eritrea is being operationalized through these volunteers.

The Regional Delegation will continue to assist the RC-NET Health and Care Working Group and national societies to identify gaps and ensure better development of their health strategies. It will also provide support to scale up activities through capacity development in malaria prevention and control, provision of psychological and nutritional support to PLWHA², as well as guidance in reviewing existing blood donor recruitment programs.

Constraints

Poor communication and sharing of experiences between national societies has hindered creation of better systemic and monitoring mechanisms. This is also attributed to lack of resources to equip all key personnel in national societies' health departments with e-mails. The RC-NET health working group elected a working group

¹ RC-NET – Red Cross Red Crescent Network for East Africa

² PLWHA – Persons living with HIV/AIDS

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from the sub-regional representatives to follow up and ensure better information and experience sharing for improved coordination. This will be closely monitored by the Regional Delegation in close collaboration with the RC-NET.

Competent RDRT regional emergency health working group established with ability to assess and prepare ad hoc appeals and contingency plans for population movement, disease outbreak including cholera, malaria, measles and meningitis.

In view of providing better integration of health related issues in regional disaster preparedness and response, a core group of health personnel from national societies from Uganda, Kenya and Ethiopia have been trained as part of the RDRT. They constitute a pool of human resources that can be deployed to offer assistance in conducting assessments during disasters, and preparation of ad hoc appeals and contingency plans related to health.

Impact

The trained health personnel even though limited in number have a strong potential to make a difference in developing qualitative emergency health programmes and are appreciated by the hosting national societies.

Constraints

Due to funding constraints only two members of the health working group have undergone the RDRT training. Further, the workload on national societies' health personnel has limited their availability to both attend training and for deployment in times of disasters. In a bid to have a regional team that can readily be deployed, advocacy will be undertaken with individual societies to release their health personnel who have undergone RDRT training to assist during emergencies. Further, more integration of activities will be undertaken with the disaster management and coordination unit for joint sourcing of funds to sponsor more health personnel in the trainings.

The concept of integrating health and care (through health seed projects combining health, HIV/AIDS, and water/sanitation) experienced in 3 national societies; lessons learned and developed into regional strategy and applied with 2 more national societies.

Three national societies from Tanzania, Kenya and Eritrea began the implementation of integrated health projects in 2003 while Djibouti Red Crescent completed preparations for implementation.

The integrated health pilot project in the Masasi branch of Tanzania Red Cross will benefit 2,275 people with increased access to safe water while 2,000 pregnant women and 6,800 children under five years of age will receive insecticide treated mosquito nets to reduce malaria related deaths. Fifteen trained volunteers are conducting PHAST³ training in the community as well as demographic and morbidity surveys in the community. [ARCHI](#) tool kits have been translated into Kiswahili and adapted for volunteers to use in HIV/AIDS information dissemination activities. The Tanzanian government has also trained ten youths from this district as peer educators. This project has now picked up, thanks to funding from Australian Red Cross and DFID and technical support from the regional health and care unit.

In Kenya, two integrated health projects were implemented: in the Kajiado branch of the Kenya Red Cross that has trained a Water and Sanitation project committee and rehabilitated a pipe for distribution of water to a primary school. Activities in malaria and HIV/AIDS prevention will commence in 2004. Funding for this project was received from the Danish Red Cross. The second project involved a pilot of tuberculosis management in the home and community based care project of the Siaya branch of Kenya Red Cross as part of scaling up of ongoing integrated health projects. Lessons from the pilot will inform similar projects to reduce occurrences of this major opportunistic infection among PLWHA.

The Red Cross Society of Eritrea is implementing a five year integrated project on HIV, malaria, sexually transmitted infections and Tuberculosis (HAMSET) in collaboration with the ministry of health. Funding is being provided by the Netherlands Red Cross.

A situation analysis and a proposal to pilot an integrated health project in Djibouti were completed and implementation will commence in 2004.

³ PHAST – Participatory Hygiene and Sanitation Transformation

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Impact

The seed projects have opened opportunities for developmental activities in other branches of national societies through integration of programmes at community level. They have also promoted a closer working relationship between staff of different programmes at headquarters, branch and community level

Constraints

The recruitment of a suitable programme coordinator delayed the implementation of the Djibouti integrated health pilot project. Generally, although the concept of integration is not completely new, recent interventions have been vertical due to donor earmarked funds. Community based health care projects that were initiated years ago had been developed with community participation that identified integrated activities. This method of integration interfered with vertical projects approach that was introduced in the 80s. Continued and secured funding for current pilot projects is necessary if lessons learnt are to form the basis for future expansion of similar activities.

Operationalisation of the global partnership agreements with the WHO, UNICEF and UNFPA on malaria and measles at country level enhance national societies' impact and financial operating funds.

The Regional Delegation has maintained a close working relationship as well as coordination meetings with the World Health Organization (WHO) to the benefit of national societies. This has seen Somalia Red Crescent enhancing service delivery under the roll back malaria initiative (RBM) which will benefit 5 million people in Central and Southern Somalia; four Somalia Red Crescent personnel in Baidoa branch have been trained on early identification and clinical diagnosis of malaria by WHO Somalia. The branch is also being supported to build a laboratory and equip it with a microscopes and testing reagents.

Following technical support to develop a proposal, Kenya Red Cross is scheduled to receive funds from DFID to initiate a pilot malaria project in Bureti branch. An evaluation will be conducted after six months with a view to access the global funds to scale up activities as well as to replicate the pilot in other branches.

Better coordinated support to governments' efforts in malaria prevention and control by six national societies (Rwanda, Uganda, Kenya, Ethiopia, Eritrea and Tanzania) will be enhanced with improved knowledge and skills from two workshops on roll back malaria held in Entebbe and Paris in 2003 at which these societies were represented. This will profile the national societies as credible partners in the efforts to roll back malaria.

The collaboration between national societies with UNICEF and WHO/expanded programme on immunization (EPI) for measles partnerships has resulted in opportunities for funding from these United Nations agencies for continuous community health interventions. Plans for involvement of Red Cross volunteers in WHO/EPI pilot projects in Rwanda and Kenya to access children in disadvantaged communities and slums will further implement the global partnerships in routine immunization activities.

The first aid department of Kenya Red Cross provided WHO/EPI office in Nairobi with first aid training kits as part of operationalizing the global agreement between the International Federation and the United Nations agencies in provision of first aid package.

Impact

These partnerships have enhanced the visibility of national societies' in-country and globally, provided opportunities for funding from United Nations agencies for continuous community health interventions as well as opportunities for diversified funding e.g. the five year integrated health strategic plan of the Somalia Red Crescent that will receive funding from the World Bank.

There has been increased immunization coverage in the selected countries with acknowledgments that the national societies have contributed to the success of the campaigns. Millions of children accessed and vaccinated during the measles campaigns will significantly lead to a reduction in child mortality.

Constraints

The concept of national societies' submitting proposals for incorporation into their governments' proposals and plan of action through the ministries of health for joint funding is slowly taking off. Improved representation of the national societies in Country Coordination Mechanisms (CCM) or Inter-agency Coordination Committees (ICC)

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will enhance their access to more resources through these partnerships. Nevertheless, a few national societies are already sending their proposals through the government for projects funding. This potential source of funding should be improved with the establishment and encouragement of more partnerships and collaboration.

Seven national societies (Tanzania, Kenya, Uganda, Ethiopia, Rwanda, and Seychelles) developed a comprehensive Health, HIV/AIDS policy and workplace programme for staff and volunteers.

Unforeseen two years ago, issues related to HIV and AIDS in the workplace are now taking momentum within and outside the Movement. This follows the launched of the initiative during the 2002 Annual Regional Partnership Meeting under the leadership of the President of Ethiopia Red Cross and the Kenya Red Cross Secretary General after a thorough analysis of the Health-HIV/AIDS policy and educational programmes of national societies to identify gaps and needs.

National societies from Kenya, Tanzania, and Ethiopia have developed small cost workplaces interventions to prevent the spread of the virus amongst their workforce like condom promotion and distribution and information education communication (IEC) activities. A cross section of staff has been trained as peer educators under a partnership between the regional delegation, Kenya Red Cross and Nestle Kenya. The peer educators are performing well but need further motivation and support to provide relevant information, guidance, and counselling to their peers. The Kenya Red Cross in partnership with American Red Cross commenced the process of developing a commercial HIV and AIDS workplace package for the corporate sector as a source of income generation.

Impact

The regional HIV/AIDS workplace programme is increasingly gaining popularity and acclaimed as a role model within and outside the Federation. The Regional Delegation will document the programme and its implementation within English speaking national societies as a best practice. It is also planned to cascade the programme to French speaking national societies in 2004.

The innovative partnership between Kenya Red Cross and American Red Cross on a commercial HIV and AIDS workplace has not only a real potential for providing a source of income, but is likely to have a good impact on stigma reduction and on the transmission of the virus amongst the sexual active adult population. The potential for replication in other national societies in the region will be explored in 2004.

Constraints

Although much progress has been made under the workplace programme, one of the most challenging issues is accessibility of proper insurance scheme inclusive of HIV infection coverage as well as equity between staff and volunteers. Policy development requires capacity building of national societies and lengthy consultations from the Governance down to the branch level. Economic implications most of the times constitute the number one constraint in providing better care for staff and volunteers affected by the epidemic.

Partnership between National Societies, Regional Delegation and networks and groups of People Living with HIV/AIDS including the Network of African People Living with HIV and AIDS (NAP+) implemented with some Impact.

As part of the global partnership between the International Federation and Global Network of People Living with HIV/AIDS (GNP+), the partnership between the Regional Delegation and the Network of People Living with HIV and AIDS in Africa (NAP+) is now in its third year of implementation and has had a lot of positive impact. Seven national societies (Uganda, Djibouti, Kenya, Eritrea, Sudan, Ethiopia, and Rwanda) have partnered with and developed joint activities with groups of PLWHA in their respective countries, aiming at building capacity to address stigma and discrimination, reducing silence surrounding HIV/AIDS thereby increasing the visibility of PLWHA, enhancing care and support, and accelerating access to anti retroviral therapy and drugs for treating opportunistic infections.

Other national societies such as Madagascar and Seychelles are in the process of developing partnerships with local PLWHA groups. Through Joint Ambassador of Hope missions carried out in Eritrea and Sudan where formerly the visibility of PLWHA was quite low, these national societies have developed joint work plans and built strong relationships with groups and networks of PLWHA for a better response to the epidemic.

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In the context of the World AIDS campaign against stigma and discrimination, the Regional Delegation together with NAP+ launched a regional poster competition aimed at promoting understanding and compassion, protecting human rights and ensuring the well being of those living with or affected by HIV/AIDS. The winning posters were used to develop promotional materials against stigma and discrimination (posters, postcards, calendars) which were distributed to all national societies in sufficient quantities to reach every local branch.

New focus areas for the partnership have been identified through consultative meetings between the NAP+ Coordinator and the Regional HIV/AIDS unit as part of the joint advocacy efforts to address organizational challenges of PLWHA. This was in line with the priorities of the Health and Care working group of the RC-NET for the year 2004. The new focus areas include capacity building for communities and PLWHA to ensure treatment literacy, community preparedness and nutrition guidelines for those on Anti Retro Viral (ARV) treatment. These efforts will go along way to support the Federation's Access to Treatment Initiative in the three Eastern Africa countries of Kenya, Uganda and Ethiopia.

In order to empower national societies to strengthen their HIV/AIDS information sharing strategies, to enhance partnership with PLWHA and to develop comprehensive HIV and AIDS programmes, the regional delegation facilitated the participation of more than 50 representatives from all the 14 national societies in the region as well as representatives from Southern Africa Delegations, Geneva Secretariat and other partners at a two day African HIV/AIDS Red Cross and Red Crescent satellite meeting at its premises in Nairobi. The satellite preceded the 13th International Conference for AIDS and Sexually Transmitted Infections in Africa (ICASA) attended by the same participants who made three oral presentation and four poster abstracts while the regional delegation chaired the session on HIV and AIDS in the workplace.

The regional delegation in partnership with NAP+ and GNP+ facilitated the participation of over 20 PLWHA from different national societies globally at the 11th International Conference for PLWHA in Kampala in October 2003. The conference which is an advocacy forum for PLWHA worldwide benefited from the experience and visibility of the Red Cross and Red Crescent participants.

Impact

The development of these partnership in Eastern Africa was made possible with the support of the Norwegian Red Cross and have been documented by UNAIDS, the Federation and GNP+ as a best practice (titled: A vital Partnership, the work of GNP+ and the international Federation of Red Cross and Red Crescent Societies on HIV and AIDS)

The partnership between the regional delegation and NAP+ has been seen as an opportunity where different people and organizations support each other by leveraging on their combined efforts, and building on their complementary strengths and capabilities in fighting HIV/AIDS. Through this partnership, it has been possible to demonstrate that it is feasible to reach out to and empower the most vulnerable in the society. This has been achieved by making the Red Cross and Red Crescent a better home for PLWHA and NAP+ a better network that responds to the needs of PLWHA.

Through the partnership, stigma and discrimination has been reduced and PLWHA empowered to take charge of their lives. The affected and infected have been given opportunity to live longer and quality lives as a result of enhanced access to treatment. The partnership has also provided various forum and opportunities to advance the advocacy effort to ensure greater involvement of PLWHA through the joint Ambassadors of Hope Programme supported by the Regional delegation and NAP+.

Constraints

Even though the partnership has been successful in some countries, there exist challenges that inhibit its development e.g. the fear of loss of identity by each group and the difficulty in agreeing on a joint work plan in some countries. In other national societies it has been a question of not knowing what to do to develop such partnerships. Partnering with PLWHA confront us to the issues of access to treatment since some of our partners although already empowered continue to die.

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Nine national societies (Eritrea, Sudan, Kenya, Tanzania, Ethiopia, Seychelles, Madagascar, Uganda and Rwanda) participate in existing national HIV and AIDS coordination mechanisms.

At present, eight national societies (Ethiopia, Kenya, Tanzania, Uganda, Rwanda, Eritrea, Seychelles, and Sudan) are participating at different degrees and with different successes in existing in-country coordination mechanisms.

There is fierce competition amongst the civil society to join existing coordination mechanisms in the hope of raising financial resources to support their programmes. Depending of the degree of organizational development and integrity of the in-country coordination mechanisms, it can be rather challenging for a national society to be considered to develop and negotiate a joint proposal. Meetings are often organized at the last minute which has, at times, caught many national societies unaware as it was the case with health counterparts in Rwanda, Eritrea, Sudan, and Tanzania who do not have direct email contact to monitor developments.

The past track record of a national society, its image and credibility as a reliable partner to the Government as well as the ability of the technicians to sell the comparative advantages of their national societies and network of volunteers can also influence the outcome of their participation. Those participating have to display a certain amount of perseverance to really get practical benefits from their investment, something that can at times be very frustrating. For example, despite Kenya Red Cross putting a lot of efforts and energy over the past two years in participating in a joint proposal submission with the Government to access the Global Funds on TB, HIV and Malaria, its effort to develop several work plans and attend all meetings related to the disbursement of the funds and implementation of activities, it has not received anything to date. More dramatically the Government is speaking of giving the money to another organization that was not part of the initial submission! The same situation but for different reasons has befallen Comoros Red Crescent and Malagasy Red Cross.

Existing and new regional partnerships to enhance national societies capacities developed with the Network of African People living with HIV and AIDS (NAP+), Action Aid Africa in charge of supporting the implementation of the International Partnership against HIV and AIDS in Africa (SIPAA), Center for African Families studies (CAFS), UNAIDS inter-country team, and other regional resource networks.

The regional partnership with NAP+ is entering a new developmental phase with more focused and joint beneficial actions on stigma reduction through the Ambassador's of Hope programme, treatment literacy and PLWHA nutrition.

The Empowering Africa's Young people initiative that brings together the biggest seven youth organizations is taking of the ground slowly in Kenya and Uganda, and highlights the complexities of harmonizing vision and programmes among so many partners.

Impact

The Federation is seen as a very reliable and indispensable link to facilitate contact and networking between national societies and other organizations dealing with HIV and AIDS. Without the technical support to develop plans and projects and without the vision to develop 5-years strategic plans within each national society, the level of achievements and successes of our members involved would have been very low and non-existent in several countries.

Constraints

Entering into a comprehensive and meaningful partnership is a very demanding exercise. It takes a lot of efforts to adjust to each partner's mindset, plans and organizational culture and structures e.g. the Regional Delegation has had to adjust to change priorities with other partners like SIPAA or the UNAIDS inter-county team in Pretoria.

A sub-regional HIV and AIDS strategy is developed for the Indian Ocean Islands National Societies.

Owing to pressure generated by the HIV epidemics on the East Africa region, it was only during the second semester of 2003 that the Regional delegation was able to initiate capacity building of national societies from the Indian Ocean Islands. Although the HIV prevalence in this part of the region is relatively low (< 1%), recent studies are showing alarming trends. In this context, the Indian Ocean Islands Commission decided to develop an Indian Ocean Strategy to support member states in implementing the UNGASS declaration and set up a regional thematic group on HIV and AIDS bringing together the Governments, the bi-lateral and multi-laterals donors, the civil society inclusive of PLWHA groups and the private sector.

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As a prerequisite to joining the Indian Ocean Strategy developed by their respective governments together with the United Nations agencies, the regional delegation assisted national societies from Madagascar and Comoros to develop five year health and HIV/AIDS strategic plans, while Seychelles Red Cross managed to develop a strategy on their own. However, Mauritius Red Cross still remains undecided to commence the process. National societies have also been assisted to establish contacts and linkages with their governments, the Indian Ocean Islands Commission and the UNAIDS sub-regional office in view of positioning their comparative advantages as auxiliary to their governments. National societies are foreseen to play an active role in the fight against stigma and discrimination which is very high in the islands and to partner with PLWHA associations that are just emerging and which need empowerment, protection and accommodation. National societies are also strategically positioned to reach out to the private sector through the development of workplace based interventions since they are already known to be educating workers in first aid.

Under the umbrella of the RC-NET Health and Care task force, national societies and regional delegation, HIV and AIDS interventions are better known, documented, shared and coordinated through best practice documentation, communications at international/regional conferences, regional exchange programme.

The regional Delegation has registered the most impressive successes under this objective. Only two years since the take off of the HIV and AIDS interventions, three national societies from Kenya, Ethiopia and Somalia documented some of their most successful interventions as best practices through technical support from the regional delegation and funding from the British Red Cross, Danish Red Cross, German Red Cross and Norwegian Red Cross Societies. A fourth Best practice documenting the partnership between the regional delegation, NAP+ and Uganda Red Cross was released by UNAIDS, GNP+ and the Federation as a collaborative center to UNAIDS.

With the support of the Finish Red Cross a lot of advocacy work was done by the Regional Information department and the HIV/AIDS unit through production of articles, stories, and press conferences to profile the work of the regional delegation and national societies during two major conferences on HIV/AIDS in 2003 namely the ICASA conference and 11th International Conference for PLWHA in Kampala (refer to preceding sections of this report).

Impact

Documentation of best practices has facilitated the scaling up of HIV and AIDS interventions in the branches through in-depth documentation which is a positive process of learning, feedback, reflection and analysis of what works (or does not works) and why. It has also given visibility to the national societies in a competitive market and impacted their work on their respective Government and other relevant stakeholders.

Constraints

The process of documenting best practices is very strenuous work for both the regional delegation and national societies and demands a lot of time and patience to deliver quality products.

Federation's strategies in reducing household vulnerability to HIV/AIDS and other infectious diseases have been implemented by both operating and participating national societies.

Twelve national societies (Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, Sudan, Tanzania and Uganda) participated in the campaign against stigma and discrimination. At the same time, eleven of these same societies with the exception of Madagascar have embarked at different degrees in prevention mainly focusing on youth using the peer education approach.

National societies from Comoros, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Tanzania and Uganda identified a more active role in voluntary, non remunerated blood donor recruitment. The RC-NET Health and Care working group has put the development of this programme as one of its top priority for 2004.

Uganda Red Cross and the Sudanese Red Crescent registered good progresses in preventing HIV infection amongst internally displaced persons.

Four national societies (Ethiopia, Kenya, Rwanda and Uganda) are currently implementing care, treatment and support to PLWHAs at different stages but have yet to strengthen the nutritional component and the care of orphans and other children made vulnerable by HIV and AIDS. Three national societies (Ethiopia, Kenya and

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Uganda) participated in the Federation's feasibility study on access to ARV therapy and agreed to pilot the initiative within the next five years.

Six national societies (Comoros, Djibouti, Eritrea, Kenya, Rwanda, Tanzania and Uganda) identified further integration of other public health problems (TB, Malaria, Sexually Transmitted Infections and reproductive health, Water and Sanitation, and food security) into existing HIV and AIDS interventions in order to move forward the ARCHI 2010 strategy.

Impact

The advocacy for integrating HIV/AIDS programmes with other public health activities and especially linking with other infectious diseases is being achieved. Many national societies are developing better quality activities, are sharing among each other and have demonstrated a readiness and capacity to address specific vulnerable groups and sensitive issues on stigma and discrimination.

Constraints

It will be a challenge for national societies to demonstrate the impact of youth peer education approaches on behavior change amongst young people. It is still a challenge for national societies to coordinate existing bilateral interventions at branch level since it is common for different partner societies to push for different models to be implemented. The regional delegation will offer active assistance towards this endeavour.

HIV and AIDS mainstreamed into the regional disaster preparedness and response programme.

While all efforts have been made to integrate HIV into the overall disaster management programme at the regional delegation level, much still remains to be done in supporting national societies in implementation. Only three national societies from Kenya, Uganda and Sudan are currently attempting to mainstream HIV into their current operations. The Regional Delegation has been promoting the reproductive health programme for refugee situations designed by the inter-agency working group on HIV in emergency settings as a referral framework with mixed results. It has proven easier and practical to implement a minimum package to prevent the spread of HIV in emergencies than to push for implementing an overall reproductive health agenda.

Impact

Sensitization on HIV/AIDS in emergencies has started taking root in the agenda of national societies and will need to be further consolidated. The Federation is seen as a key player by all external stakeholders in facilitating this issue into programming for effective outreach in the remote areas and communities.

Constraints

The capacities of national societies to include new parameters such as HIV in emergencies are often limited by a lack of proper functioning health activities and structures. This jeopardizes the implementation of holistic disaster preparedness and response programmes.

Water and Sanitation

National societies with established developmental water and sanitation (WatSan) projects expanded from six to ten out of 14 national societies in the region by establishing WatSan/Health 'seed' projects.

A total of 8 national societies (Eritrea Ethiopia, Kenya, Rwanda, Somalia (Somaliland), Sudan, Tanzania and Uganda) are now implementing developmental projects. This achievement is plausible considering that the proposal for Madagascar and Comoros were not funded while there was no physical implementation in Djibouti despite funding by DFID. This was due to delays in identifying a suitable candidate for the position of project officer for the Integrated Health Seed Project. Implementation will continue for the other projects in Tanzania, Kenya and Djibouti over 2004 if funding is secured.

Impact

Changing the mindset of national societies to include developmental aspects in water and sanitation projects especially by integrating them within a wider public health approach is not a new concept but requires a new strategic direction and political commitment from leadership. Slowly this new challenge is picking up.

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Constraints

Lack of resources still hampers effective national society interventions in many countries. There were financial constraints especially for integrated health seed projects. Whereas there was funding for Djibouti very little funding was available for both Masasi (Tanzania) and Kajiado (Kenya) which slowed down implementation somewhat and therefore the scaling up of activities. There was completely no funding for health seed projects in the Indian Ocean islands.

WatSan beneficiaries in the region expanded from 369,000 to 453,000 during 2003, a 'scaling-up' of 20%

The year has seen a significant improvement in meeting this target through an expansion of WatSan programmes for both development and emergency relief operation. A total of 230,775 new beneficiaries were reached in 2003 to bring a total beneficiary case load of 599,775 which represents an increase by 61%. However considering that a total of 150,000 beneficiaries received support from the flood relief operation in Kassala state for a period of only one and a half months, it can be said in modest terms that the number of new beneficiaries reached in sustained terms over a longer period is 80,000 which represent a rise of 19% from a target of 20% set for the year.

National societies' contributing to this scaling up are Kenya Red Cross through an Integrated Health Project proposal for Kajiado District for 10,000 beneficiaries; Somaliland under an European Union funded proposal; Red Cross Society of Eritrea's relief operation where an estimated 25,000 beneficiaries in the Anseba region are now accessing WatSan services from a previous 6,000; the Red Sea State of Port Sudan for a total population of about 55,000 once completed in early 2004, and Ethiopia Red Cross which presented a revised appeal that sought to expand the current geographical coverage of 176,195 beneficiaries .

Impact

As a result of WatSan interventions and continued donor support, significant progress has been realized in improving water supply and sanitation facilities during emergencies, thereby contributing to saving lives of the most vulnerable members of the communities and improved livelihoods. (Refer to figures for Kassala floods and the Red Sea State both in Sudan and the Eritrea Drought Operation).

Constraints

Sustaining the scaling up of water and sanitation interventions in emergencies will require strong and continuous advocacy from the regional delegation and respect/acceptance of coordination mechanisms by partners to ensure maximum impact on target communities.

National societies using PHAST methodology increased from 5 to 8 in the region.

There was no additional national society trained in PHAST methodology during 2003. However the focus was on consolidating national societies which were implementing PHAST. Two missions were held in Rwanda and Tanzania where the PHAST teams reviewed their experiences especially with regards to developing indicators for measuring change. A big PHAST review workshop was also held in Uganda facilitated by a PHAST consultant and PHAST trainers from National Societies in the region as well as from South Africa Region. A lot of learning in delivering of the PHAST methodology was made and particular highlights included the improved interaction between the target groups and implementing agencies, capacity building within communities to make informed choices, and the versatility of the PHAST methodology in training in other topics such as AIDS and Malaria. Experiences learnt have assisted national societies to better plan and carry out training and follow-up activities in a coherent manner. Based on the workshop findings and recommendations, the Regional Delegation will embark on incorporating ARCHI tool kits into the PHAST tool kit in 2004.

Planned seed projects and developmental projects will now be implemented through the PHAST methodology as one way of mainstreaming the approach among national societies.

Impact

The PHAST methodology is now well recognised and used in the field. The exchange of experiences between national societies and the PHAST review workshop are very successful and will impact long term planning in the region.

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Constraints

Constant monitoring and support to national societies is still needed from the regional delegation until the PHAST methodology is fully integrated into strategic programming.

A regional PHAST human resources network established to encourage skills sharing and further establishment of the methodology.

As a result of the PHAST review workshop held in Kampala, initiatives towards building contact lists and profiles of PHAST trainers has started and will be built up during 2004.

Impact

The development of the network has commenced and will be activated by the technical department of the regional delegation.

Constraints

Efforts and resources should be made available to develop an implementation and monitoring plan of the network if the added value to build capacities in the region is to be seen in 2004.

National societies with national water and sanitation strategies expanded from two to four in the region.

Efforts towards realizing this output were boosted by the recent publication of the Water and Sanitation Policy adopted at the Federation General Assembly in 2003. The policy is seen as a basic framework to define national societies' vision, methodology and approaches for implementing water and sanitation programmes. National societies from Ethiopia, Kenya, Rwanda and Eritrea finalized their draft national strategies during the year and were encouraged to finalise the documents by 2004. With the technical support of the regional water and sanitation officer, the Red Cross Society of Eritrea presented their strategy to the in-country WatSan sub-sector coordinating body for additional inputs, while the Sudanese Red Crescent was assisted to review their existing strategy.

Impact

Most national societies have appreciated the added value of developing national water and sanitation strategies as key instruments to give vision as well as to spell out tools for implementation that will be linked to their broader developmental strategies.

Constraints

Lack of technical capacity among national societies has limited the wider development of this objective.

Regional Water and Sanitation Disaster Response capacity is strengthened by establishing an initial two national societies with in-country WatSan emergency stocks linked to the annual Disaster Response Team training.

The regional water and sanitation department played a key role in the planning of the Regional Disaster Response Team (RDRT) training that took place in Ethiopia in April and in which a WatSan Engineer from the Rwanda Red Cross Society facilitated the WatSan component. The WatSan kits used in the training in Ethiopia were left with the host National Society to boost their capacity in addressing small WatSan related responses; this now brings to two (Ethiopia and Eritrea) the number of countries in the region with this capacity. This initiative is already paying dividends in Eritrea where the RDRT in-country kit is responding adequately to the needs of the emergency water trucking components. The ERU WatSan kit that was donated to the Sudanese Red Crescent Society following flooding in Kassala state in 2003 is now seen as a vital pre-positioned response mechanism to the flood and drought prone areas of the Sudan.

During the year, the regional WatSan and Health Assistant and a member of the Seychelles Red Cross Society attended ERU training in Austria while the regional unit continued to play a key role in training capacity building both at RDRT and national society levels.

Impact

Leverage of technical capacity in national societies has taken off and will be scaled up in 2004.

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Constraints

This strategy has a long term approach which requires continuity and commitment as well as resources and equipment.

Scaling down and phasing out of long-term refugee/IDP WatSan projects continued in Tanzania and commenced in Uganda and Sudan

Following the successful drilling operation in Lugufu refugee camps, a total of 1,350 cubic meters of water per day is now available from borehole sources. This development has realized the intended objectives of having a simple, reliable and affordable water supply system for a caseload of 90,000 refugees.

In Uganda, activities towards completing the rain water harvesting systems are on track; water supply needs for refugees are already being met through the existing lake based water supply and rain water storage facilities during the rainy season. This has resulted in less expenditure in water tracking over the year. More cost reduction is envisaged once the water harvesting project is completed.

Within the regional delegation, the Water and Sanitation Unit has gone through radical changes under the new Federation Change Strategy aimed at among other, phasing out Regional Delegates while strengthening a team of competent regionally recruited local staff. Consequently, the WatSan delegate position was closed with departure of the incumbent in December 2003 and the functions taken up by locally recruited staff. All other local staff job descriptions in the Health and Care Unit were also reviewed including the one for Health and Care Support Unit Coordinator, which has been advertised for local recruitment in 2004.

Impact

As a result of WatSan interventions and continued donor support, significant progress has been realized in proving water supply and sanitation facilities including hygiene promotion and education. The WatSan team has been restructured to fit within the new change strategy. The unit has been represented in several Water fora over the period, resulting in raising the profile of the national societies and the Federation amongst external stakeholders and partners in the WatSan sector. Experiences and learning gained from these fora have also helped in influencing delivery mechanism and broadening the knowledge base.

Constraints

Any structural changes create opportunities for creativity and development but also risks for the management and coordination with the stakeholders. Achievements in 2004 will be a test of either the success or failure of the strategy.

Disaster Management

Goal: The suffering of the vulnerable people affected by disasters is reduced through the building of Red Cross and Red Cross capacities at regional, country and local levels.

Objective: National Societies' and Regional Delegations' Preparedness and Response capacities are strengthened through knowledge sharing and working together both at regional and country levels (ICRC, other agencies, other regional programmes, etc.).

Progress

Food security capacities/programmes have been established/strengthened at regional, sub-regional and country levels.

Two Emergency Appeals were launched and two others revised in 2003 with the support of the Disaster Management Unit:

- Emergency Appeal no. 17/2003, Sudan: Drought in Red Sea launched on 1st July 2003 for CHF 1,159,000 to assist 106,500 beneficiaries for 12 months. This was preceded by an assessment funded by the British Red Cross, American Red Cross and Danish Red Cross Societies; the assessment was comprised of a multidisciplinary team of technical officers in food security, health, organizational development, relief and WatSan (the latter is a member of the RDRT). The assistance by the department included developing the terms of reference, assembling the team, fundraising, briefing and debriefing of consultants, and drafting the appeal.

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- Emergency Appeal no. 28/2002, Ethiopia: Improving Food Security. This existing appeal was revised on 5 December 2003 for CHF 13,460,853 to assist 136,500 beneficiaries until end of February 2004.
- Emergency Appeal no. 04/2004, Eritrea: Drought. The appeal was launched on 1st February 2004 to assist 50,000 beneficiaries for nine months. A drought re-assessment mission led by a member of RDRT from Seychelles Red Cross supported by a member of the food security working group from Uganda and the Regional Disaster Management Coordinator successfully assisted the national society and the Regional Delegation to prepare the new appeal (no. 04/2004) which succeeded appeal no. 33/2002.
- The Regional Disaster Task Force supported Uganda Red Cross in September to draft a follow up to Emergency Appeal no. 06/2003 for CHF 373,990 to assist 20,000 refugees from the Democratic Republic of Congo for three months.

As part of the new Disaster Preparedness and Response strategy 2010 of the Ethiopia Red Cross, the national society conducted its first Food Security workshop and recruited a Food Security officer during the year. The Sudanese Red Crescent developed a National Disaster Preparedness policy and plan based on their national risk map.

Through support of the Regional Delegation and using results of an assessment by two consultants, Ethiopia Red Cross developed a three-year pilot project under the Climate Change Programme to address environmental degradation, deforestation, and improved farming practices. The project targets 20,000 people in two Kebeles of Bakogazer Woreda and the Southern Nation Nationalities and People's Regional State. It also aims to build the capacity of the local branch.

The Regional Disaster Preparedness and Response department continued to monitor the food security situation in the Horn in close collaboration with organizations specialized in Early Warning Food Security Monitoring Systems like IRIN, USAID⁴-FEWS, FSAU, and National Early Warning Systems. This included the situation in the Red Sea State of Sudan which culminated in the launching of Emergency Appeal no. 17/2003 mentioned above.

A unique approach developed by Uganda Red Cross to address food security in Uganda to which the department provided technical input has attracted support from a consortium of the Swedish, Danish and British Red Cross Societies. An application was prepared on behalf of the Consortium following an assessment of the initiative conducted with the assistance of a British Red Cross consultant. The Regional Disaster Preparedness and Response department has commented on the draft application that, if successful, will be replicated in other countries.

A part of Federation/DFID partnership and as a direct follow up on the results of a vulnerability capacity analysis, Rwanda Red Cross is implementing an integrated food security project in Karaba district of Rwanda with a total cost of CHF 108,000. The project focuses on provision of seeds, tools, fertilizers, terracing, restocking, and agriculture extension. The Regional Disaster Preparedness and Response department undertook two technical support missions in January and February as part of preparations for the project which will see 200 families benefit from the farming component and 180 families take part in restocking through a revolving scheme.

With support from the global disaster preparedness/policy department in Geneva, the Regional Disaster Management Coordination unit conducted a one week training workshop in August in Sudan to reinforce the regional working group on food security. Twenty one national society's officers (Sudan, Ethiopia, Eritrea, Uganda, Kenya, Rwanda, Tanzania and Somalia) from a multidisciplinary background in health, disaster relief and preparedness, as well as branch secretaries, programme coordinators and organisational development officers attended. The theory and field practical training was held in Sinkat, Sudan, a chronically food insecure environment affected by acute food insecurity due to droughts.

⁴ USAID - U.S. Agency for International Development

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The training was aimed to strengthen the capacity of the food security working group to:

1. Support national societies in translating Eastern Africa food security strategy and [Ouagadougou Declaration](#) into programmes and plans of action.
2. Design and establish pilot food security projects with national societies according to annual plans and budgets.
3. Take the lead in training national societies' staff and volunteers on food security issues in creating awareness, skill training and advocacy.

The practical session helped build team spirit and experience sharing, and understanding of different organizational approaches to food security including relationship to other sectors, policies, strategies and the Ouagadougou declaration. It also enhanced the selection and use of different Vulnerability Capacity Assessment (VCA) tools in food security assessments, food security information analysis and programme design. Country specific action plans on food security and a regional action plan were developed during the training.

The department continued to develop partnerships with the ProVention Consortium⁵ and UNEP for the project on reducing risk by strengthening community flood resilience through local partnerships in Sudan. Project activities commenced in September and a visit was planned for the three partners in early January 2004.

Readiness for political disturbances and population movement is improved through contingency plans at regional, sub regional, and country levels.

Plans for a joint training with ICRC on conflict preparedness, political disturbances and population movement to reinforce the regional working group on political disturbances established in 2001 were postponed as the ICRC were still developing a harmonized approach with the Federation's disaster management unit in Geneva.

The department continued to attend OCHA led Great Lakes contingency planning meetings which brings together United Nations agencies and all key NGOs in the region. The former Head of Regional Logistics Unit was the focal person for the Federation. This role has been taken over by the Regional Disaster Management Coordinator who during the year participated at the first contingency planning for the Horn of Africa in November 2003 organized by OCHA Regional Support Office for Nairobi. At the meeting, donor and regional organisations, United Nations agencies, NGO and the ICRC developed the most likely and worst case scenarios for Ethiopia, Eritrea, Sudan, Djibouti, Somalia, Kenya, Tanzania and Uganda. These have greatly contributed to the planning of the department.

In line with concrete planning for population movement, regional technical support has been provided to Uganda Red Cross in handling the influx of refugees from the Democratic Republic of Congo since January 2003. This included support in drafting and reviewing of Emergency Appeal no. 06/2003 launched by the Federation for CHF 373,990 to assist 20,000 refugees for 3 months. Technical assistance to Rwanda Red Cross led to the effective implementation of its contingency plan for the country's General Elections; this entailed the deployment of Red Cross Action Teams to respond with first aid services both at the various political rallies and on the main day of the elections.

Jointly with the Swedish Red Cross, the Regional Disaster Preparedness and Response department co-organised and co-facilitated a sub regional meeting in Musoma, Tanzania to kick-start the Lake Victoria Red Cross Initiative involving the three national societies from Kenya, Uganda and Tanzania. The meeting was attended by all stakeholders including the ICRC-Regional Office, and drew up a commitment document referred to as the Musoma Memorandum of Understanding that serves as an overall framework and parameter for the 20 years initiative. Common Branch Capacity Analysis (BCA) and VCA methods/tools developed during a follow up technical workshop organized jointly with the Regional Health Care and Support Unit were used by the three national societies in preparing their 2003 pilot projects and 2004/7 proposals. A sub-regional programme was developed at a meeting in Nairobi in November and a partnership structure agreed on based on a Memorandum of Understanding. The role of the Federation would be to coordinate international and regional stakeholders, representation and advocacy relating to the initiative through the East Africa sub-regional office and technical

⁵ The ProVention Consortium, currently hosted by the International Federation is a global partnership of governments, international organizations, academic institutions, the private sector and civil society dedicated to increasing the safety of vulnerable communities and to reducing the impacts of disasters in developing countries.

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support from the Regional Delegation. A proposal has been submitted for technical support by the regional disaster preparedness, organizational development and health departments.

Following recommendations of a field assessment mission conducted by the Rwanda Red Cross and Rwanda Delegation in February 2003, the Regional Disaster Preparedness stock remaining from the Nyiragongo Volcanic Operation in 2002 were shared out between Rwanda Red Cross and the Goma Branch of the Congolese Red Cross in line with their 2003/2004 appeals. The consent of all concerned donors was received in carrying out the allocation.

Preparedness for seasonal floods/cyclones is put in place and strengthened at sub regional and country levels.

Three national societies were assisted for flood related emergencies in 2003: Kenya Red Cross Society, Sudanese Red Crescent, and Seychelles Red Cross Society.

Support to Kenya Red Cross saw the preparation of a contingency plan for the 2003 long rains in line with the appeal 2003/2004. The plan included all key players in the country based on the experience from 2002, among them the Office of the President of the Kenya government in which Kenya Red Cross chairs the Rapid Onset Disaster Committee. Through this plan, the national society launched an appeal that enabled it provide efficient and effective assistance to flood victims.

Support was provided to Seychelles Red Cross to conclude the floods emergency operation launched in September 2002. The final report has been shared with all partners.

The Sudanese Red Crescent received technical assistance in preparing a flood response operation in Kassala in August 2003. This involved the deployment of a Regional Disaster Response Team (RDRT) assessment and field missions by the Regional Water and Sanitation and Disaster Preparedness Delegates. The regional information and reporting departments assisted in the preparation of Information Bulletins and Press Releases while the regional logistics department assisted in the procurement of Water and Sanitation equipment.

As a part of the long term disaster preparedness measures, the Regional Disaster Management Coordination Unit gave technical input in the drafting of a concept sheet to be used in the training of the Sudanese Red Crescent's national working group for floods in 2004.

In cooperation with the French Red Cross, the disaster management department closely monitored the development of two cyclones in the region - Cyclone Beni and Cyclone Darius - that threatened to hit Madagascar in November 2003 and the Island of Mauritius in December 2003 respectively.

Vulnerability Capacity Analysis (VCA) is conducted and Disaster Preparedness policies/plans are prepared at country level

UNDP has posted an Africa Disaster Management Advisor in its Nairobi office as part of their International Strategy for Disaster Reduction. Initial contact was made and discussions held with the Advisor over the possibility of short term (2003) and longer term (2010) cooperation on risk reduction issues at community levels, and have exchanged the 2003 plans as a starting point of dialogue. Further developments will be provided in 2004.

Relationships with DFID have been maintained. National societies and delegations covered by the DFID and the Federation risk reduction partnership received support through monitoring visits, specifically Rwanda and Sudan; a planned trip to Ethiopia was postponed until early 2004). All activities of the three national societies under the partnership have been successfully completed and negotiations initiated over a proposed DFID disaster reduction Mark II programme for 2004-2008 with a focus on food security, seasonal disasters and harmonizing conflict and disaster preparedness in the Horn of Africa.

Technical support on risk mapping and disaster preparedness policy was provided to the Sudanese Red Crescent and Sudan Delegation as a continuation of the Federation/DFID Partnership. The objective is to target and focus on high-risk areas based on branch capacities, and to establish a 2010 core minimum structure and team. A consultant compiled a draft Disaster Preparedness Policy/Plan to be discussed with all branches.

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Assistance was provided to Kenya Red Cross in facilitating a disaster management workshop for 40 senior governmental officials in the Coastal Province.

Cycle 2 training of the Regional Disaster Response Team (RDRT) was hosted by the Ethiopian Red Cross from 13-26 April. The multidisciplinary team was comprised of officers from the national societies of Kenya, Uganda, Tanzania, Seychelles, Somalia, Sudan, and Ethiopia, and the Regional Delegation; they underwent a one week theory session covering aspects of logistics, procurement, reporting, information, and the [Seville Agreement](#) before going on a one week practical session under field conditions. Facilitation at the training was provided by a team from the Regional Delegation in conjunction with the ICRC, as well as some participants trained last year in view of giving them a refreshing course and a coaching experience. The training aimed to strengthen the regional capacity to respond to small to medium disasters in the region. Ethiopia Red Cross staff and volunteers took active part in the course with more than 50% from branch level.

In recognition of the capacity of the RDRT, and to further strengthen skills and experience, the RDRT Team Leader from the Kenya Red Cross was deployed to join the Federation's contingency plan for Iraq War based in Turkey. This brings the total number of the regional team members who have joined the Federation as delegates since 2001 to seven.

A computerized regional database for the RDRT has been established and updated to include new members of RDRT Cycle 2 training as well as all of the members of the other regional working groups (food security, population disturbance movement, flood and cyclones). Possibilities of posting the regional database into the DMIS are being explored.

Overall Regional Disaster Preparedness/Response capacity is strengthened, knowledge shared, skills transferred, and joint planning improved.

Refer to section on food security in which an RDRT member was part of a team deployed to conduct a drought assessment in the Red Sea State of Sudan.

The technical support on risk mapping and disaster preparedness policy to the Sudanese Red Crescent and Sudan Delegation as a continuation of the Federation/DFID Partnership led to a revision of the national society's disaster preparedness policy and plan (see objective 3 for more details). Relationships have been strengthened with ProVention consortium and UNEP for a risk reduction programme in Sudan.

A major responsibility of the Regional Disaster Preparedness Officer has been to coordinate technical support for national societies training their National Disaster Response Team (NDRT). Members of the RDRT have been deployed for technical support to Seychelles and Rwanda in July; Uganda in August, Ethiopia in October while the Regional Disaster Preparedness Officer supported Sudan in December.

The Regional Disaster Management Unit held its annual Disaster Preparedness and Response planning meeting in Nairobi from 13-17 October attended by 13 out of 14 national societies from the region and a representative of the Red Cross Red Crescent Network for East Africa (RC-NET). The major issues included progress reports, weaknesses and successes of the 5 Working Groups since 2001, the Indian Ocean Sub-Regional Strategy, the Lake Victoria Sub-Regional Strategy, the Global and Regional Disaster Preparedness Strategy 2010, the plan of action for national societies for 2004, and the way forward. The new UNDP Africa Disaster Management Advisor made a presentation during the meeting.

The Disaster Management and Coordination Division of the Secretariat organized a FACT training workshop from 6-17 October in Copenhagen. Participants from Uganda Red Cross and Ethiopia delegation attended. A Team Leaders' training workshop was held in Finland from 4-9 November attended by the Tanzania Red Cross Kasulu Field Team Leader and the Ethiopia Red Cross Disaster Preparedness officer. A staff member from Sudan Red Crescent Society participated in a needs assessment methodology workshop from 10-11 December.

The Regional Disaster Management Coordinator participated in the Global Disaster Management Delegates meeting in Panama from 6-10 October. A presentation was made on the East Africa DP/R strategy that contributed to the initiation of a working group on "Characteristics of Regional Disaster Management" led by the Regional

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Disaster Management Coordinator. The working group has already defined these characteristics based on the “Well Prepared National Societies” checklist and circulated the draft document for further input.

Impact

The Red Cross Red Crescent Network of Eastern Africa (RC-NET) has become more committed to leading Disaster Management in the region as a result of a firm groundwork laid by the Regional Disaster Preparedness/Response department. A clear plan of action for 2004 has been developed as a result of the disaster preparedness and response planning meeting in October 2003.

The programme is very much on track, both in terms of the Regional Disaster Preparedness and Response 2010 and Appeal 2003/2004. Through the technical support and advice of the disaster management coordination unit, several national societies have developed new strategies and policies; among these are ARCHI 2010 and core structure in Ethiopia, and a national disaster preparedness policy and plan based on national risk mapping in Sudan.

The Indian Oceans Islands are self-sufficient; the five working groups have been strengthened and stand at 192 members:

- Working Group Floods Cyclones, 100 members;
- RDRT, 60;
- Working Group Population Displacement, 3;
- Working Group Food Security, 25; and,
- Working Group Policy Planning, 4.

In addition to being the immediate response group for small to medium disasters in the region, the RDRT forms a multidisciplinary resource pool of national societies’ officers who can be deployed to coach national societies through regional exchanges. 21 deployments were made in 2003 by to provide technical support to sister national societies in the region. The vision is for the Federation to pull out eventually and let national societies take the lead in disaster management under the coordination of the RC-NET.

The Lake Victoria Initiative has taken a definite structure and direction; a ten-year proposal has been submitted for funding for the three Eastern Africa national societies from Kenya, Uganda and Tanzania, and an innovative partnership model successfully negotiated.

The July 2002 Annual Regional Disaster Preparedness/Response Meeting was a big moral boost where a crucial endorsement for the Regional 2010 vision was achieved. This annual forum will continue as an integral part of the Regional Disaster Management structure and strategic planning. For next meeting will be held in October 2003.

The review of national society “Well Prepared National Society” frameworks at the annual planning and information sharing event in October 2003 demonstrated marked improvement in a number of areas. Certain National Societies had increased their capacity in terms of DP planning and policy development, National Disaster Response Teams, strengthening and professionalisation of human resources and greater capacity to manage disaster response operations.

National societies have developed new strategies and policies derived from the programme - in Ethiopia a 2010 strategy and core structure, and in Sudan a National DP policy and plan based on national risk mapping. As part of the newly adopted DP/R strategy 2010 of the Ethiopia RC, the national society’s conducted the first Food Security workshop and a Food Security officer was recruited.

Following technical support from the Regional Delegation, a very successful disaster response operation for Kassala floods was executed and completed. The Eritrea drought relief operation has received considerable support to resolve logistics difficulties as well as a drought re-assessment mission led by the RDRT which assisted the national society and the delegation to prepare a new appeal for 2004.

Relationships with DFID have been maintained and national societies and Delegations supported through monitoring visits. Activities of the three national societies under the partnership and the regional disaster

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management programme are complete. Ongoing negotiations over a proposed DFID disaster reduction Mark II programme for 2004-2008 indicate a satisfactory partnership.

Relationships have been strengthened with ProVention Consortium and UNEP for the risk reduction programme in Sudan.

Constraints

There is a lot of pressure on the department which has three staff, despite outsourcing most of the work to the members of the five working groups. Ways of reducing the pressure will be explored in 2004 with the team.

As part of re-organization, the disaster preparedness and response department and regional logistics unit were merged into disaster management department. The Regional Disaster Preparedness Delegate and the Head of Regional Logistics Unit completed their missions and a new Disaster Management Coordinator was appointed. He assumed additional responsibilities for disaster management coordination as well as security management for the delegation also takes up senior management team duties at the Regional Delegation. Staff responsible for local fleet, freight, logistics and IT/telecom report to the Disaster Management Coordinator but will be absorbed into the support services department in 2004.

The programme budget was slightly under funded at the end of the year leading to financial constraints. The recruitment of the Regional Disaster Response Officer did not take place in 2003 and will be done in 2004.

Organizational Development

Goal: Red Cross and Red Crescent Societies in the region maintain a high profile in responding to the needs of the most vulnerable at community level.

Objective: National Societies have the necessary structures and systems in place to respond to clearly defined community needs.

Progress

Focus was put on specific organizational development issues in some national societies to ensure the best use of the capacities of the Regional Organizational Development Delegate and to achieve best outcomes and impact for the recipient national societies. The targeted national societies were Djibouti, Madagascar, Mauritius, Seychelles and Somalia. For additional information regarding activities in Comoros, Djibouti and Madagascar, please consult the separate detailed Annual Reports for each country.

The Federation Regional Delegation in Nairobi monitored the organizational development activities and provided technical advice to several national societies in good governance, integrity, project planning, decentralization, volunteer management, finance management and reporting procedures. However, there are mixed results due to external factors such as political constraints, new disasters, transition processes and internal factors in national societies such as leadership crisis and financial problems. The organizational development Programme in Burundi could not take off because the conflict between the task force and the national society has not been resolved. The national societies of Eritrea, Ethiopia, Kenya, Rwanda, Uganda, Tanzania, and Sudan continued to work out new structures and systems which are at various degrees of achievement as reported in the country annual reports.

Two national societies are fully proficient in project planning

Through the facilitation of the Regional Organizational Development Delegate, Mauritius Red Cross finalized its strategic plan 2003-2006, in February. The strategic plan focuses on the four core areas of [Strategy 2010](#) with underlying organizational development objectives to ensure adequate procedures between headquarters and branches in the implementation of activities, volunteer management, funding diversification and democratic governance.

The Seychelles Red Cross carried out a mid-term monitoring of its strategic plan 2000-2004 in January 2003. According to findings, there is lack of human resources to ensure regular follow up of programme implementation and the need for a full time Programme Coordinator. This position was filled in the second quarter through the Capacity Building Fund (CBF). The Programme Coordinator has since initiated systems to strengthen the

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reporting and archiving process, and worked with the Programme Officers to design a detailed action plan under each objective of the strategic plan.

The Regional OD Delegate facilitated a strategic planning process with the Somali Red Crescent during the second half of the year. This involved meetings with a national societies' working group to outline the various sections of the document and to update drafts.

Governance and integrity issues are addressed in five national societies

Board members of the Mauritius Red Cross were coached on good governance and agreed to revise the national society's statutes. Drafts were prepared and the Regional Organizational Development Delegate in 2003 shared her comments; a final draft will be finalized in 2004.

It is not possible to revise statutes in the current political environment in Somalia. The Somali Red Crescent is committed to implementing and revising certain internal procedures to ensure that Federation best practice is adhered to in the areas of governance and management responsibilities, and financial transparency. The Regional Organizational Development Delegate provided regular support to the national society's Secretary General in designing training programmes on these issues.

Branch development and decentralization continue in five target national societies

The Seychelles Red Cross Branch Development project drawn up at the beginning of 2003 progressed well. The assembly was held on the island of La Digue in October 2003. A training programme is being implemented with the newly elected committee. Members of the national society's national committee traveled to Praslin Island to assist in the redesigning of the branch's activity plan.

An allocation from the CBF to Mauritius Red Cross enabled the branch on Rodrigues Island to purchase a computer and e-mail connection which has facilitated contact with Headquarters. Essential repairs to the roof of the branch office were carried out with the help of the CBF.

Djibouti Red crescent has established branch offices and steering committees which have given a visibility to the national society outside the capital city. This also highlights the commitment of communities to build a strong and active Red Crescent. Branch offices are providing an important resource for information sharing and discussion amongst communities.

Madagascar Red Cross appointed a national disaster coordinator and six provincial coordinators during the year through the support of the French Red Cross. The six coordinators will allow branches to function a little more autonomously and prevent over-reliance on support from headquarters given that headquarters is unable to provide sufficient support to branches because of lack of human resource capacity. The operational costs of the national and provincial coordinators are being funded by the ICRC and the Federation from December 2003.

For information on branch development in Comoros, Djibouti and Madagascar, please refer to separate Annual Reports for each of these countries.

Federation Volunteerism Policy is adapted to the requirements of four national societies

The Somali Red Crescent Volunteer Management Policy was drafted in the second half of the year. However an indefinite postponement of the national society's all inclusive meeting, during which the final draft was to be presented and approved has delayed the process.

The Mauritius Red Cross has included the design of a Volunteer Management Policy in its strategic plan. No process had begun before the end of 2003.

While a number of other national societies began to understand the importance of designing such policies, little progress was made as volunteer management is not central to programmes in health and disaster preparedness and response. National societies also lack the means to put sufficient human resource capacity in place to manage effective volunteer systems.

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Leadership in seven national societies are trained in finance and management procedures

The Somali Red Crescent proceeded with the appointment of a full-time Secretary in each of its branches. The support from the Regional Organizational Development delegate to the Secretary General in the design of procedures for inclusion in the revised internal regulation will clearly define the roles and responsibilities of governance and management including financial management.

Sensitizing and getting buy-in from National Society leadership regarding improving finance and management procedures takes time. The fact that the position of Finance Development Delegate was discontinued in 2002 meant that there was insufficient capacity in the Regional Delegation to follow up in this area. It is hoped that this issue can be addressed in some National Societies through regional exchange visits in 2004.

Impact

The design of the Mauritius Red Cross Strategic Plan and the mid-term monitoring of the Seychelles Red Cross Strategic Plan highlighted the fact that these National Societies are continuing to understand the importance and value of such documents when explaining their priorities to potential partners. After considerable effort by the Regional Delegation to encourage the Mauritius Red Cross to revise its Statutes, the National Society Board finally committed itself to the process. The final draft is expected to be in full conformity with the Federation's Guidelines. The Somali Red Crescent now has a better understanding of the need for an all-inclusive approach to its Strategic Planning. While much of the process discussion is still on an internal level it is expected that all Movement partners will participate in the next stage of the planning. This will prepare the way for an eventual cooperation agreement strategy document. The appointment of the Programme Coordinator in Seychelles means that there is a much more systematic monitoring of the implementation of the society's Strategic Plan.

The rather modest support which has been given to branch development in Mauritius and Seychelles has reduced isolation, allowed headquarters to provide more back up to local activities and ensured that there is more branch participation in National Society decision making.

Constraints

The complex political process in Somalia and the postponement of an all inclusive meeting to elect new Board members and present the national society's strategic plan and volunteer policy has slowed down the momentum in finalizing these two documents.

Institutionalization of the procedures to implement these may create certain difficulties for some members of existing governance. This will be followed closely by the Federation Regional Delegation in Nairobi in 2004. There might be implementation of the strategic plan by national society is because of lack of a Programme Coordinator. The national society is hesitant to hire a Programme Coordinator because of lack of long term funding. The Federation Regional Delegation in Nairobi will continue to encourage the national society to open up this position in 2004.

While procurement of funding for Seychelles is never easy, it will be important to ensure the modest funding required in 2004 to maintain the momentum in branch development.

Promotion of Humanitarian Values

Goal: Red Cross Red Crescent Principles and Humanitarian Values are known and respected throughout the region; discrimination against vulnerable groups is reduced

Objective: Support national societies in the region by increasing their capacity to promote Red Cross and Red Crescent principles and Humanitarian Values, actively involving them in anti-stigma and anti-discrimination activities, especially with regard to people living with HIV and AIDS, and developing their potential of responding to humanitarian emergencies and reducing vulnerability.

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Progress

Catastrophes and major Federation and national society events receive much higher media coverage this year.

Regular contacts with counterparts in the national societies of Rwanda, Somalia, Madagascar, Kenya, Seychelles, Uganda and Tanzania led to improved networking compared to the previous year. Among articles produced included the HIV/AIDS workplace programmes between Kenya Red Cross and 19 Kenya-based French companies and the Nestlé group; the measles campaign in Rwanda and Ethiopia; and the response to drought in Ethiopia and Eritrea. Wide coverage was given to the launch of an Emergency Appeal by Uganda Red Cross following an influx of refugees fleeing from violence in the Democratic Republic of Congo (DRC)

A series of photographs taken during a role-play session with staff and volunteers of the Somalia Red Crescent were used to illustrate the national society's first aid manual.

All the 14 national societies in the region received support in marking major events in 2003. World Red Cross and Red Crescent day was marked by marches, speeches, first aid mock exercises, television and talk shows and news releases throughout the region. Statements and personal accounts by volunteers living with the virus graced the occasion. These activities were part of the Federation's global action against HIV/AIDS-related stigma and discrimination.

Wide coverage was given to the Red Cross and Red Crescent WatSan activities during this International Year of Fresh Water celebrated in March 2003. Three articles describing projects in Kenya, Eritrea and Ethiopia were published on the Federation's web site.

Coaching and networking with national societies' communications counterparts resulted in a series of news releases and articles on disasters that hit the region which were issued regionally but also published on the Federation's web site. These included floods in Kenya, Madagascar and Comoros and emergency operations for IDP in northern Uganda. The promotion of drought relief and development activities in Ethiopia and Eritrea was a constant activity of the information unit.

The regional information unit supported the launch of the Lake Victoria Initiative supported by the Swedish Red Cross and covering Kenya Red Cross, Uganda Red Cross and Tanzania Red Cross. This included contributions to the assessment process and the writing of feature article that was shared with the regional media.

The relationship with the Nairobi-based international media, and UN IRIN news agency continued to improve. Appeals issued in response to disasters affecting the region such as the Kassala floods in Sudan received due coverage and attracted encouraging donor response.

Three national societies are supported to protect the emblem, acquire international recognition, and recruit new members

The activities implemented during the year corresponded to the plan of action set up for 2003. All the 14 national societies in the East Africa Region were provided with the Federation's CD ROM on principles and values as well as the training module.

Kenya Red Cross was supported in preparations for a three-month volunteer and membership recruitment campaign which took place between April and June 2003. The video clip "Where the Streets Have No Name" produced by the media service of the Secretariat, and the song "the Power of Humanity" produced by the Philippines Red Cross for the 1998 International Conference were used in gatherings with youths in Nairobi and other main cities in the country, and culminated with the Red Cross Red Crescent Day celebrations on 8 May 2003. These activities increased the impact of the joint exercise between the Kenya Red Cross youth and communications departments. The national society benefited from the visibility gained during the flood operation.

A series of press releases and articles highlighting the need to respect the principles and the emblem were produced following the attack on a Uganda Red Cross convoy in the Gulu region in February 2003 by rebel forces of the Lords Resistance Army. The Uganda Red Cross has stepped up its dissemination efforts in the region and has distributed leaflets and broadcasted radio messages.

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Six national societies strengthen their capacities within Information/Communications through region exchange/coaching visits and support

Direct coaching was provided to the newly recruited Heads of the Information Unit of Ethiopian Red Cross and Kenya Red Cross. Through an exchange programme between the Federation Regional Delegation in Nairobi, Norwegian Red Cross, and the Media Service of Geneva Secretariat, a Norwegian Red Cross Information Delegate was deployed to coach the Ethiopian Red Cross counterpart for five weeks.

The Regional Information Delegate, through several induction and briefing meetings, coached the Kenya Red Cross Information Officer, and supported him in producing a series of articles including one highlighting the national society's assistance to victims of a terrorist bomb attack at a Mombasa hotel. The articles was posted on the Federation's web site and widely quoted by international media such as AFP, BBC, Reuters, Pana (African) press and IRIN. This attracted the interest of South African media in many of the Kenya Red Cross and Federation activities.

An annual regional communications forum scheduled for September 2003 to be hosted and chaired by the Kenya Red Cross was rescheduled to 2004. This annual forum provides national society information and communication officers with the opportunity to share experiences. Poor networking in the past two years led to ICRC who was sponsoring the event to discontinue its financing. However, at the initiative of the Regional Information Delegate, a task force meeting with counterparts from the national societies of Kenya, Rwanda, Tanzania, and Uganda and the ICRC met and charted ways of reviving the network beyond the annual meetings. ICRC has since restored its supported based on tangible progress noted during the year.

The regional information unit assisted in fundraising for the RDRT training organized in Ethiopia in April 2003 and, together with Ethiopian and ICRC counterparts, facilitated a session on the [Seville Agreement](#) and a module on dealing with media in emergencies. Two national society communications counterparts from Uganda and Ethiopia also attended the training. The practical field-sessions were completed with exercises on the production of news releases, Operations Updates and other relevant emergency-documents. The regional information unit also produced a comprehensive RDRT promotional report.

A regional web site to link national societies in the region for sharing of information, best practices, and inter-society communication is functioning.

The creation of a web site for the East Africa Region was put on hold after focus changed to making better use of the global Federation web site.

However, best practices which were prepared with assistance of the regional information were shared throughout the region and beyond. A series of booklets, describing successful activities in Ethiopia, Kenya and Somalia, was done in conjunction with the regional health and care department, as well as a poster competition on stigma and discrimination against HIV/AIDS.

Five national societies are supported to develop and produce videos, brochures, and posters etc. to conduct anti-stigma, anti-discrimination, and/or public awareness and vulnerability reduction campaigns.

A strong relationship exists between the information and the health and care and disaster management units as a step in the integration of information and advocacy activities within the Federation Regional Delegation in Nairobi.

The presence of national societies from the region at the 13th International Conference on AIDS and Sexually Transmissible Infections (ICASA) in August 2003 in Nairobi received wide media attention as did the conference for organizations of PLWHA held in Uganda in October 2003. To ensure the appropriate response from the Federation Regional Delegation in Nairobi to provide extra support to the national societies' preparation for these two events, an additional Information Delegate seconded from the Finnish Red Cross worked for the Federation in Nairobi for six months.

The national societies of Ethiopia, Kenya, Rwanda, Tanzania and Uganda were supported to successfully present themselves during the Movement's International Conference in November 2003, in Geneva. Video documentaries covering the work of the Ethiopian Red Cross (measles), Tanzania Red Cross (refugees) and Kenya Red Cross (HIV/AIDS) were produced with assistance from the Regional Information Delegate. Excerpts from the latter

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titled "A testimony of hope" highlighting the work of Kenya Red cross with HIV/AIDS affected Muslim communities was included in a multimedia presentation at the International Conference in Geneva in December 2003.

Five national societies have improved their resource mobilization results through expanded information capacities.

The Regional Information Delegate worked closely with the Director of the Organizational Development (OD) programme at the Kenya Red Cross in designing a membership and volunteer campaign programme. However, despite good progress during the first quarter, the three-month long campaign scheduled to commence from April to June 2003 was put on hold following the resignation of the Director of the OD programme in Kenya Red Cross.

Impact

Increased contacts between national societies and the regional information unit have resulted in a more quality publications and feature articles on the Federation website. Regular contacts with information counterparts from the national societies of Ethiopia, Kenya, Madagascar, Rwanda, Uganda, Tanzania, Seychelles and Somalia and colleagues from all the departments of the Federation Regional Delegation in Nairobi and the Media Service in Geneva led to an improved working relations, a more fluid circulation of information, and hence a better coverage of emergency and development related activities in the region.

The coverage of the activities of Uganda Red Cross to assist IDP and refugees greatly increased the national society's visibility and brought issues of respect of the emblem and the principles in the forefront in the region.

The coverage of the response to catastrophes and major Federation and national society events generated calls from national and international media. Major news organizations such as the BBC, CNN, Agence France Presse (AFP), DPA (German News Agency) Associated Press and Reuters are constantly briefed on Red Cross and Red Crescent regional advocacy and humanitarian issues.

The coverage of HIV/AIDS-related activities benefited from a six-month assignment of an addition Information Delegate.

The national societies of Ethiopia, Kenya and Uganda are members of their respective national emergency response committees. The Regional Information Delegate coached these national societies on working relations with government ministries e.g. Ethiopian Red Cross for the drought operation; Kenya Red Cross for the membership drive; and Uganda Red Cross for the IDP crisis in the north of the country.

Fundraising efforts by the Regional Information Delegate and the production of briefing materials and discussions with the Swedish Red Cross, Norwegian Red Cross, German Red Cross, Spanish Red Cross and American Red Cross in coordination with other colleagues secured for the RDRT training held in Ethiopia in April 2003.

Constraints

The suspension of the creation of a web site for the East Africa Region is a big setback considering the amount of work put on research and time spent liaising with the Harare and Geneva colleagues. There are discussions to have a page dedicated to the Federation Regional Delegation in Nairobi on the global Federation web site. This would represent a good alternative which will need to be conceptualized in the future.

A Regional Information Officer hired at the end of 2002 did not meet the expectations of the position and consequently a decision was taken not to confirm him on the position. The process of recruiting an Information Assistant was postponed to 2004 due to difficulties in finding a candidate with the right profile and to adjust to the funding situation of the programme. The production of the Federation's Focus regional magazine was stopped due to lack of resources.

Lack of human and material resources prevents the Federation from efficiently responding to demands from the leadership of the national societies to increase assistance in developing the capacities of their information units. It is hoped that an application to the Capacity Building Fund (CBF) in 2004 will enable the Federation Regional Delegation in Nairobi to meet these requests.

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ICRC cooperation colleagues declined to sponsor the organization of the annual communications forum with a reason. However, this decision which delayed the development process allowed the Federation to re-evaluate the structure, its objective and ways of functioning. An agreement by Movement partners to re-organize the event in April 2004 is proof of the Federation's regional information's unit successful contribution to finding solutions to the crisis and to improve the regional information networking.

Federation Coordination

Goal: Federation coordination is maximized in the Eastern Africa region.

Objective: The impact of partners' inputs and the outputs from relationships amongst national societies, the Federation, the ICRC, and other global and regional partners is increased.

Progress

The Red Cross and Red Crescent Network for Eastern Africa (RC-NET) is well functioning and serves to guide the Regional Delegation

The RC-NET held its four regular quarterly meetings at the Federation Regional Delegation in Nairobi. These meetings are a useful forum for discussing pertinent issues facing national societies in the region. The RC-NET is made up of four members elected from the national societies' secretaries' general group and the ICRC, fully incorporated into the meetings after a request of the RC-NET board and represented by its Regional Cooperation Delegate, and the Federation Head of Regional Delegation and Programme Coordinator. Crucial issues discussed in 2003 included the impact of the Federation change strategy at the field and on the mode of cooperation between the different partners; the revised organizational structure of the Federation Regional Delegation in Nairobi and the continental units: finance, reporting, human resources and advocacy, communication and external relations; and the sensitive situation with some national societies such as the Burundi Red Cross. Preparations for the International Conference held in Geneva in November 2003 were discussed at length.

The RC-NET meetings were an opportunity for the five thematic working groups of the RC-NET namely good governance, health and HIV/AIDS, disaster preparedness and response, branch development and twinning, resource mobilization and communication forum to give regular updates of their progress and plans. The RC-NET highlighted its concerns and areas of priority e.g. bilateral delegates, their legal coverage and the insufficient dialogue by partner national societies (PNS) prior to the selection of Delegates.

Cooperation Agreement Strategies (CAS) documents and processes exist and function well in eight countries and are initiated in two others.

The national societies of Kenya, Uganda and Rwanda – part of the East Africa sub-regional office - developed their respective CAS documents and MoU; these were signed by the Federation, the ICRC and 11 PNS⁶ during the Federation General Assembly in Geneva in December 2003. CAS processes progressed well in Ethiopia while Eritrea, Sudan and Tanzania made initial steps towards beginning the process. Where a national society does not have a development strategy, or the strategy is outdated, the Delegation has encouraged their development or updating as in Djibouti, Madagascar, Mauritius and Comoros.

Programmes and activities with ICRC, bilaterals, partner national societies are well coordinated

Several representatives of bilateral PNS visited the Federation Regional Delegation in Nairobi in 2003 to discuss evolving partnerships and national societies' activities. These included:

- the President of the Swedish Red Cross accompanied by the Director of the Disaster Preparedness and Response department as part of their field induction
- The Netherlands Red Cross Desk Officer for a review support to the HIV, and Health and Care plans of the national societies from Eritrea, Ethiopia and Sudan
- The Norwegian Red Cross Health Desk for a review of their programmes with the Regional HIV/AIDS department

⁶ The following 11 PNS signed the CAS and MoU: American Red Cross, Belgian Red Cross, British Red Cross, French Red Cross, Danish Red Cross, German Red Cross, the Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross, Swedish Red Cross, and Swiss Red Cross.

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- The British Red Cross Desk for a review of their support to DFID supported programmes and other activities they fund in the region.

The new Head of ICRC Regional Delegation in Nairobi took over in April 2003 and was briefed on the Federation Regional Delegation structure and activities; this meeting was followed by several working meetings during the year. A closer thematic working relationship was established with the ICRC and several joint activities conducted or in partnership in 2003; among them is the inclusion of the ICRC at the RC-NET meetings at which they highlighted conflict preparedness, integrity issues and planning for results as the three current issues relating to national societies' cooperation towards which they are considering multi-year funding. Other areas include facilitation during ICRC Africa induction courses for staff and delegates to tackle the humanitarian challenges for the Federation in Eastern Africa; the coordination of support to the regional communications forum with the regional information unit; consultation over the Lake Victoria Initiative in which ICRC is a partner with the Federation and the Swedish Red Cross. Eight Delegates and local staff from ICRC-Somalia Delegation visited the Federation Regional Delegation in October 2003 for a general briefing of activities in the region.

The Federation Regional Delegation in Nairobi continued to coordinate the branch development and twinning programme supported by the Swedish Red Cross and the Lake Victoria initiative on risk reduction funded by Swedish International Development Agency (SIDA) through the Swedish Red Cross. During the year, it was agreed that the coordination be conducted through the Federation's East Africa Sub-Regional Office henceforth.

The Burundi task force, the national societies of Seychelles, Rwanda, Germany and Spain, and representatives from the Federation, ICRC and Ministry of Health supported the Burundi Red Cross revitalization and reorganization process. However, a dispute over the recruitment for the position of a Secretary General strained relations with the task force leading to an eventual suspension of the restructuring process. See separate Burundi Red Cross Annual Report for more details.

Systems for the recruitment and deployment of locally recruited delegates are well functioning at regional level and are well known and respected by national societies in the region.

The recruitment system is well established and has been shared widely with national societies in the region and queries over the recruitment policy clarified. The establishment of a continental human resources unit in July 2003 based at the Federation Regional Delegation in Nairobi was reversed after one month due to financial constraints. As a result some human resources activities were returned to the Regional Delegation, the section restructured and additional staff provided to ensure effective capacity in the region.

Ten people from the region are trained, recruited for global assignments and reintegration into their national societies increased.

As part of the regional exchange programme, a finance analyst from the Federation Regional Delegation in Nairobi was posted to Lesotho in the South Africa Regional Delegation in February 2003. Refer to disaster management section for information on the second cycle of the RDRT training conducted in Ethiopia, and on the deployment of seven RDRT members as Delegates in other continents or for training and assessment missions to other PNS. In addition to being the immediate response group for small to medium disasters in the region, the RDRT also forms a multidisciplinary resource pool of national society officers who can be deployed to coach PNS in developing systems through regional exchanges.

East Africa contributes to organizational learning and the development of best practices worldwide

The partnership between the Federation and Global/National network of PLWHA has been published as a UNAIDS best practice document. The regional HIV/AIDS department also launched a survey to collect data on key achievements of national societies in scaling up HIV/AIDS interventions in 2002 to measure progress of national societies in the scaling up process.

Federation-wide standards, policies, and resolutions are promoted and respected.

Regular monthly or bimonthly meetings between the staff and Head of Regional Delegation (HoRD) continued as part of the regular information sharing and problem solving strategy. The meetings held in 2003 were an opportunity for the HoRD to update staff on the change strategy and to lift the fear of change, to explain the impact on the field, to clarify rules and procedures in human resources matters and also to get the views and questions from staff. The Director of Africa Department attended one of the meetings during his stopover at the

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Federation Regional Delegation in Nairobi and gave additional briefing on the progress with the Federation change process

The HoRD attended a special HoRD meeting in Geneva; she shared the Delegation's experience in implementing the change strategy in the Federation East Africa Region with the 14 HoRD from all over the world and senior management, especially on planning, resource mobilization, implementation, monitoring, review and evaluation of the process. The meeting was an opportunity to contribute concretely to the design of job descriptions of the new continental positions and to harmonize the relationships between the field and Geneva.

A meeting of the all OD Delegates in Africa was held in the Federation Regional Delegation in April 2003 and facilitated by Geneva based Head of OD department. With the transformation of the position of Africa Volunteering Delegate into that of a Continental OD Coordinator for the whole of Africa as part of the Federation change strategy, this meeting gave opportunity to discuss the methods of working, the responsibilities and the relationships between delegates, staff in the Federation Regional Delegation in Nairobi and national societies' OD coordinators. The link between the global OD priorities and those of Regional Delegations were discussed.

The Netherlands Red Cross seconded a 'Transition Manager' to the Federation Regional Delegation in Nairobi in July 2003 to assist the HoRD in implementing the change strategy as adopted by the Board of Governors in November 2002. This manager had key inputs and impact in developing concrete plans to put innovative ideas in place through an inclusive approach with staff, delegates and national societies. Several lessons learnt and best practices will be issued at the end of the mission.

Impact

The RC-NET is better organized and more involved in important political and strategic matters of the region. It contributed actively in discussions on the strategic direction the Federation Regional Delegation and should ensure best support and response to national societies' needs. The RC-NET has been actively consulted in the implementation of the change strategy process and gave regular input and took part in some activities and decisions for the region or PNS. Initiatives to strengthen the RC-NET have led to increased ownership of the Federation Regional Delegation's activities. During a meeting on governance, the senior representatives of national societies discussed issues of common interest in preparation for the statutory meetings in Geneva. This evolved into growing interest in having issues of integrity of member national societies settled as much as possible locally using peer pressure.

The twinning programme which was part of the branch development working group of the RC-NET will not require the same attention as it did in the past years and will not be included anymore in the working group because it successfully produced a review and analysis of the experience in the region as a model for any future twinning programme. It also developed new tools for use by branches for creating new twinning exchanges.

The CAS processes for Kenya, Rwanda and Uganda were finalized in 2003 and successfully promoted; they will serve as a strong bases for any future negotiation on cooperation.

Relationships with ICRC, bilaterals and PNS are improving through regular and open dialogue bringing the Federation Regional Delegation in Nairobi closer to the needs of all its partners. This will continue to be a priority in the future in addition to exchange among national society's staff and volunteers in the region.

Several best practices and improved systems will be ready during 2004 and will be shared widely in the organization and with all partners. This will enhance the motivation of the team to continue their good work. It will also assist colleagues from other Delegations, Geneva and national societies to learn from our experience and avoid duplication. The main areas will be in HIV/AIDS, human resources, finance, and disaster preparedness.

The positioning of Head of Office for the East Africa Sub-Region who focuses on coordination issues is very beneficial. The model will be evaluated in 2004 and used as for the establishment of other Sub-Regions for the Indian Ocean Islands and Horn of Africa in 2004.

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The Transition Manager has developed the new organization structure and to promote new ways of working in order to make the change strategy effective at field level.

Constraints

Some working groups of the RC-NET were not very effective or had difficulties in taking off since their creation. The situation was reviewed and it was agreed that the governance and management group be dismissed and annual governance and management meeting be organized instead; issues handled by the working group would now be included through other working groups whenever appropriate. The working group of branch development was not effective either and it was agreed that it would also be dismissed. All other working groups would be required to include branch development and capacity building elements in their programmes with technical support from the regional OD department.

The CAS process did not receive much attention during the period except in the three countries where it was already established. Delays are due to the lack of long term strategic development plans in several national societies which is the first step in the process. Lack of commitment by national societies' leadership in implementing has impeded the process.

The regional recruitment programme did not develop much; however, the Federation Regional Delegation in Nairobi consolidated the programme until the system in the region was evaluated and strengthened.

The gap between the political decision to change the role of the Federation and the facilities and space to implement the change is a challenge. Financial constraints at the Federation forced the Federation Regional Delegation in Nairobi to look for voluntary contributions for core positions such as Disaster Management Coordinator and Programme Coordinator from PNS. The plan will be reviewed in 2004 to determine whether the strategy can be effectively implemented. This might have a lot of impact on the human resources structure in the Federation Regional Delegation in Nairobi, the style of working, the relationship between stakeholders and the future role of the Federation.

The national societies operating bilaterally are reluctant to be 'coordinated' by the Federation. Relations with ICRC are sometimes unpredictable and the cooperation capacity of the ICRC Delegation in the region is out of proportion with that of the Federation. ICRC employed nine Cooperation Delegates while the Federation has one OD Delegate and a local assistant. It is obvious that the outcomes are a reflection of the capacity invested.

International Representation

Goal: The Federation is an authoritative voice in the international humanitarian arena and is a reliable partner to corporations, governments, international and non-governmental organizations.

Objective: The Federation is more focused and effective in international representation to build the capacities of the national societies in the region, to provide effective coordination mechanisms, play an active role in promoting its policies in fund raising and in participating in international meetings.

Progress

The regional delegation is increasingly called upon to provide opinions, information and leadership on issues of humanitarian concern.

The Federation Regional Delegation in Nairobi is often requested to provide technical expertise on issues in HIV/AIDS, WatSan, disaster preparedness and response, governance and advocacy for various regional events and meetings with UN, NGO, and the private sector e.g. invitations to participate in forums such as OCHA, UNEP, IRIN, etc.; supporting one of the Federation Board members from Africa to represent the Federation at a meeting of the New Partnership for African Development (NEPAD) in Japan. The political situation in Burundi, Sudan and Somalia attracted the attention of stakeholders and media who are interested in the view point of the Federation.

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The regional database on external relations is fully functioning and disseminated throughout the region; national societies are able to take its ownership and management at country level.

The first steps in designing a regional database have been initiated and will be completed in 2004. However, difficulties in recruiting the external relations officers and in securing the funding delayed the process. In addition, the Federation Head of Regional Delegation who is the primary contact for International Representation was deeply involved in the implementation of the change strategy and could not dedicate the necessary time to developing the concept and plan for an effective data base for Eastern Africa. It is expected that the capacity build in 2003 with the training of the IT technician to develop a data base and the recruitment of an external relations officer in early 2004 will overcome this problem and help move the management of external relations in the region forward.

The running of the UNEP partnership through concrete projects in three countries is coordinated and documented by the regional delegation

Cooperation had a difficult start due to different ways of operation and different working cultures. Plans to support disaster preparedness activities in Sudan did not materialize as expected; however, due to the recent involvement of ProVention and their wish to quickly start a risk reduction project in the region, the Sudan case was chosen and the first phase of the project started immediately. The integration of ProVention in Sudan created misunderstandings with UNEP representatives which required sensitive mediation from the Disaster Management Coordinator. The result was positive in the end and contacts were renewed with counterparts; the future seems more positive and UNEP will now be involved in phase two of the Sudan programme. An agreement has been reached to produce a best practices booklet.

The projects of the Alliance of Youth Organizations in three countries of the region is coordinated and documented by the regional delegation and reported to the secretary general.

The overall goal of the Empowering Africa's Young People Initiative (Youth Alliance) is to reduce HIV/AIDS transmission and improve health among young people aged 10-25 years through an inter-generational effort in selected African countries. Its regional secretariat is hosted by the Federation Regional Delegation in Nairobi and covers Kenya, Uganda, Tanzania, Zambia and Ghana. Organizations in the partnership are the International Youth Foundation, the World Organization of Scout Movement, the World Association of Girl Guides and Girl Scouts, the World Young Women's Christian Associations, the World Alliance of Young Men's Christian Associations, the International Award Association, and the Federation.

All the five countries completed their National Youth Workshops and are at various stages of finalizing their country plans into which the Federation Regional Delegation in Nairobi is providing technical support. Support was given to the initiative in coordinating preparations for several regional workshops including a youth forum on HIV/AIDS to be held in Dakar in March 2004.

Kenya Red Cross and its Alliance of country partners are collaborating in the youth empowerment and through their national committee called PACOYЕК are working together to develop a training manual on peer education. The PACOYЕК team is currently developing a concept paper for the manual. Tanzania Red Cross and its country partners received assistance from a Federation Regional Delegation consultant in developing and finalizing their country plan which was severely delayed and not focused enough. Uganda Red Cross is playing a major role in its country committee as the lead agency to harmonize all organizations' expectations with the local capacities and the prospect of funding. In every country, a Country Coordination Committee (CCC) has been created and one of the member organizations is nominated the lead agency.

Funding for the initiative is mainly developed through one of the seven youth organizations. The International Youth Foundation has become responsible for the resource mobilization and has secured funds from different sources especially USAID amounting more than USD 10 million. It is now crucial for the Youth Alliance to develop a simple and efficient system to allocate, spend and report on these funds. A major task has been dedicated to each country coordination committee whose role is to finalize and endorse the country plan, to follow up the fundraising needs with the regional secretariat, to coordinate the implementation of the country plan, ensure delivery from each organization, receive the funds and channel it to each partner according to the plan, and present a coordinated report.

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Increased resources from embassies and private enterprises are received in response to appeals.

The Federation Head of Regional Delegation made diplomatic contacts with the ambassadors of Spain, USA, and Democratic Republic of Congo (DRC) who were posted in Kenya in 2003. The HoRD explained the working of the Federation, coordination role in disaster management, health and HIV/AIDS and the capacity building of national societies. The contacts help in case of demand for emergency visas for staff or volunteers from the region, and to support requests for funding through PNS or locally for operating national societies (ONS).

A representative of the Israeli embassy contacted the Federation Regional Delegation in Nairobi to discuss possible cooperation in emergency health and first aid which was pursued further with the technical regional departments. While developing an emergency response and evacuation plan for their personnel, the French embassy security attaché selected the Federation as one of the models to learn from and paid a visit to the Federation Regional Delegation for a briefing with the disaster management coordinator and the health officer on first aid, medical evacuation and general security measures at the disposal of the Delegation in a disaster situation.

As a result of contacts with diplomatic community, several contributions from embassies have been reported to the Delegations or national societies in various countries of the region e.g. a contributions by the Kenya French Business Club and Nestlé to the Kenya Red Cross HIV/AIDS programme, contribution from World Bank to Somalia Red crescent health programme in Puntland. The Federation Regional Delegation in Nairobi also received CHF 730,000 as part of a global allocation of more than CHF 12,000,000 from DFID to the Federation to support activities in the national societies of Sudan, Rwanda, Ethiopia, Djibouti, and Burundi, and the RC-NET.

Relations with the African Union, United Nations agencies are revitalized based on clarified objectives.

The Federation Regional Delegation in Nairobi has been participating at all the inter-agency meetings organized by OCHA for all humanitarian actors to share their views on the Great Lakes and Horn of Africa situation and to coordinate contingency planning. The Federation was selected to lead an inter-agency working group on cross borders issues and procurement, which also includes MSF, UNICEF, OXFAM, World Vision and Merlin. All OCHA country representatives from the Great Lakes region, other UN agencies, ICRC, World Vision International, Care, OXFAM, embassy representatives, and donors like ECHO and USAID also attend these meetings.

Relations with UN agencies are also maintained with regional technical departments according to the needs and the topics in disaster preparedness and response, WatSan, public health, HIV/AIDS, OD, information, governance, etc. See other sections of this report for meetings and conferences of the UN attended by the Federation Regional Delegation in Nairobi.

However, due to the change process, the efforts to clarify the objectives of partnership and the relations with the Africa Union and UNEP did not work in 2003. This will be addressed in 2004 after the Federation Secretariat reviews its strategy and prioritizes its privileged partnerships. A key issue will be to ensure that whatever decisions will be taken, appropriate financial means and human resources will be allocated for implementing the revitalisation of relations with the partners.

The participation of the Federation in international meetings and forums is more focused, coordinated and effective based on the Secretariat and regional priorities.

The Federation Regional Delegation in Nairobi was represented at several international conferences held during the year by the HoRD and technical delegates or national society representatives whenever appropriate. These included

- the Africa workshop on environmental disasters organised in Nairobi by UNEP/OCHA in July to build consensus and promote exchange of information, experiences and solutions in the management of environmental disasters in Africa and attended by the HoRD
- the ECHO regional seminar in Pretoria where the HoRD was a special guest for a panel discussion about relations of ECHO with its partners;
- the Humanitarian Aid Annual Conference organized by the Swiss Government in Luzern (Switzerland) where the HoRD was a special guest for a panel discussion about the view of the civil society and the position of the Red Cross on human security

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- the Third International Conference for Africa Development (TICAD) meeting in Nairobi sponsored by the Japanese Government in June was attended by the HoRD who made several interventions and recommendations on the Red Cross and Red Crescent inputs in the humanitarian sectors;
- the first Eastern Africa Sub-regional ministerial conference of NEPAD held in Nairobi in October 2003 and attended by the HoRD
- the World Water Forum in Kyoto Japan attended by the Regional Health and Care Coordinator in charge of WatSan and the WatSan counterparts from Bangkok and Geneva
- the Annual General Assembly of UNEP attended by the President of Somalia Red Crescent who was mandated to represent the Federation to deliver a statement and where he made interesting contacts during informal sessions
- The ICASA conference held in Nairobi in September 2003. Refer to HIV/AIDS section for more details of the participation of national societies and staff from the Federation Regional Delegation in Nairobi. A HIV/AIDS project-Information Delegate was recruited from June to December to assist the Regional Delegation and national societies with preparations and organization for the ICASA conference and the PLWHA workshop in Uganda in November 2003.
- the International Aid and Trade Fair held in Nairobi in June 2003 where the Federation Regional Delegation in Nairobi gave a brief on food security and WatSan in a panel discussion during satellite meetings of the conference and was featured in a publication of the African conference and exhibition edition of the international aid and trade review.

Impact

The Federation Regional Delegation in Nairobi has increasingly been approached by partners to give opinions, to participate in meetings and to be part of international co-ordination bodies; national societies is more involved and more interested in playing a role. This is a result of regular contacts with stakeholders and constant presence as much as possible in all fora of the region, and the quality of the input and activities. The reputation of the Federation as a major humanitarian partner has consequently been developed and recognized by all partners today.

An external relations unit will be established in 2004 and will ensure a proper follow up of all formal and informal contacts. The significant achievements in the quality of relationship with OCHA have given the Federation Regional Delegation in Nairobi deeper knowledge of the stakeholders in the Great Lakes and Horn of Africa regions, enhanced access to statistics and information on time, and to better focus on the visibility, role and activities of the International Red Cross and Red Crescent Movement. A similar approach is used with ECHO and by the end of the year, contacts with the Regional Director gives the Federation Regional Delegation in Nairobi prospects of increased funding from ECHO.

Contacts with embassies and the corporate sector are more regular, with long term perspective that could provide significant funding in the region if the governance and management of national societies show serious commitment, good quality programmes, progress in reporting, accountability and transparency.

Constraints

The main constraint faced by the Federation Regional Delegation in Nairobi is lack of adequate capacity to deliver inputs and services in International Representation a huge workload of all Delegates making it more difficult to respond positively to all external requirements. Programmes do not have the choice but to first prioritize the Regional Delegates' support to national societies and eventually contribute to the other international events. This dilemma is increasing and the senior management has taken measure to address it with Africa Department and External Relations Division in Geneva on coordinating where the Federation adds value and can make a difference.

The Head of Support Services, the Transition Manager and the Disaster Management Co-ordinator have increased capacity to respond to international representation needs but are far from covering the needs. The recruitment of an External Relations Officer and the implementation of a data base in 2004 will help in the development of an external relations function in the region. The Federation Regional Delegation in Nairobi has not developed its 'external relations role' as expected and as discussed with the Federation Secretariat in Strategy 2010; this situation will be rectified in 2004.

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The Youth Alliance programme requires significant Secretariat and regional technical assistance until the capacities of national societies are built to a level that this project can run smoothly and financial risks are minimized. An ad hoc mechanism has been used at the Federation Regional Delegation in Nairobi in coordination with the Regional Finance Unit but it does not give the field full guarantee of sustainability and security for multi-million funding, multi-year, multi-country and multi-partners programme.

The UNEP partnership has not taken off as expected and no significant results have been registered. It will require serious discussion with the Secretariat in Geneva in 2004 to review the strategy with partners such as UN agencies and the African Union.

Field Management

Goal: The capacity of national societies in the region is improved and service by the Regional Delegation to all Federation members supporting the region is highly valued.

Objective: The Federation programmes and presence in the region are well managed and contribute to the strengthening of national societies in the region through excellent cooperation, knowledge-sharing, best practice, advocacy, and policy development.

Progress

Country delegations in Sudan, Ethiopia, Rwanda, Uganda, and Eritrea are fully integrated into their host national societies; country delegations in Tanzania and Burundi are partially integrated into their host national societies.

Country Delegations in Eritrea and Ethiopia have been fully integrated into the national society structure. Rwanda and Uganda formed the East Africa Sub-Regional Office and were joined by Kenya in 2003. Sudan integration was delayed due to difficulties in implementing the reform process as planned and due to changes in the national society structure. The Burundi Delegation was briefly integrated in February 2003 but closed in April due to changes in the strategy with the national society, the capacity of the bilateral delegate from Spanish Red Cross to cater for support, but also due to integrity issues related to the Burundi Red Cross which did not allow the implementation of the restructuring plan. Discussions started with Tanzania Red Cross to finalize the integration process of the Country Delegation before 2004 and to transfer its coverage to the East Africa Sub-Regional Office. However, Federation presence was extended by one year until December 2004 if funds allow ensuring follow up of the ongoing Headquarters restructuring process aimed at building the national society's capacity to eventually take over the relief operation from Spanish Red Cross that still requires substantial support.

Sub-Regional office for East Africa/Great Lakes begins to function in 2003, and is completed by 2004-2005. Preparations for Sub-regional offices for the Horn and Indian Ocean Islands are complete in 2003, offices established in 2004-2005.

The Sub-Regional Office for East Africa was established in 2003 and covers Kenya, Rwanda and Uganda. The first consultations with Burundi and Tanzania were delayed in 2004 and the integration will depend on the advancement of the negotiation and the funding situation, especially for Tanzania.

Consultations for the Sub-Regional Office for Indian Ocean Islands started with national societies meeting in La Réunion Island in March 2003. The office will be opened in January 2004 if funds are available. The Horn of Africa Sub-Regional Office is not a priority because each national society in the sub-region is involved in large relief operations and does not have enough resources to start the preparation. In addition, the Federation still has four Representatives and Heads of Delegation in four out of the five countries and they will need further coaching and support to process the integration.

Support and management oversight to Burundi, Tanzania, and Somalia delegations is effective.

The HoRD is the de facto Head of Delegation and interim for Burundi as from February 2003 when all Country Delegates terminated their mission. Due to the conflict between the Burundi task force and the national society, the restructuring plan of the national society never took off as expected. All negotiations from April did not come

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up with a sustainable solution and the HoRD was involved in the restructuring process and the coordination of the activities of the task force.

The Tanzania Delegation has been effectively supported in the preparations of the handover of the refugee relief operation to the Spanish Red Cross. The Director of Africa Department visited Tanzania and discussed the future support of the Federation Delegation to Tanzania Red Cross and met the main partners of the Refugee Relief Operation such as ECHO and UNHCR. An extension was agreed to for support in 2004.

There was continued support to the management of the Somali Delegation which is hosted by the Federation Regional Delegation in Nairobi. This included support in the negotiation with the World Bank for long term funding of the Health Programme.

See specific country reports for all details.

Support to national societies without a Federation country presence is provided adequately to those demonstrating needs, interest, and willingness to benefit from the support.

The national societies of Djibouti, Comoros, Madagascar, Mauritius, and Seychelles which do not have Federation presence received direct support from the OD Delegate and several technical delegates. The HoRD and the Regional OD Delegate attended the second meeting of the PIROI⁷ together with the Presidents of national societies of Indian Ocean Islands at La Réunion in April 2003. The achievements of the PIROI for the past three years were reviewed, the impact of the eight deployments so far was analyzed, and the way forward to sustain the platform, which is aimed at responding to small and medium disasters in the Sub-Region, was proposed. All national societies received regular visits and had regular contacts by phone and email to follow up on the progress of their implementation plans.

Regional finance unit processes accounts from the 14 countries and provides budget development and monitoring support.

RFU covers Eastern and Southern Africa Regional Delegations after Southern Africa was successfully incorporated in 2002. Direct contacts were maintained with all Heads of Delegations and Federation Representatives in Somalia, Tanzania, Sudan, Ethiopia, Eritrea and East Africa sub-region, who benefited from regular coaching, advice and support.

Reconciliation and clean up of balance sheet accounts in all Federation offices in the two regions of Eastern and Southern Africa had been ongoing throughout 2003. Significant progress was made in this respect for Sudan, Tanzania, Burundi and Rwanda, and in reconciliation of Balance Sheet accounts in all countries through the coordinated efforts of country offices, RFU and Geneva finance staff.

There was training of the budget holder concept and financial management procedures for all Regional Delegation staff by a financial training officer from the global training department in Geneva. The application of budgeting and financial management tools for budget holders at the Delegation continues to show a remarkable improvement in financial management and tracking.

Support was provided to the RDRT in preparation for the second cycle of its RDRT training conducted in Ethiopia and during deployment of its members in the region.

A management audit was conducted by the Federation internal audit department in June 2003. The objective was to review the implementation level of the last audit held in 1999 and to analyze the impact of the reorganization process at the Regional Delegation and the strategy for change at field level. The recommendations have been very useful to adjust the changes to the structure, the people and the system before the end of the year. RFU developed key practical relationships with the newly created regional reporting unit (RRU).

In July, a RRU was created for Africa and based in Nairobi. This has assisted the region in improving the performance in reporting in terms of timing and the quality. Training is planned in the future with focus on respecting the existing rules for Federation reporting, on agreeing in advance the calendar of production of reports,

⁷ PIROI - Plate-forme d'Intervention Régionale Océan Indien (in French) ; Indian Ocean Platform for Regional Intervention (in English)

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and on working together to develop appropriate tools for improving the information at the source. RRU links very well with the Reporting Officer in Nairobi and was very instrumental in designing the structure of the Annual Appeal process for the region.

Regional logistics unit provides services and developmental support to national societies.

The Regional Logistics Unit (RLU) underwent restructuring in the year. Four positions were scrapped and replaced with two new ones. The Head of Regional Logistics Unit completed his mission in June and was not replaced; instead the major responsibilities were transferred to the Disaster Management Coordinator. The warehouse tasks and the general logistics responsibilities of the former Delegate were given to a Senior Logistics Officer, while the positions of Transport Assistant and Freight Officer were replaced by a general Logistics Assistant.

Reliable suppliers of information technology (IT) equipment, stationery and hardware were secured through yearly regional framework contract and a new clearing and forwarding agent engaged during the year, leading to increased customer satisfaction. The contract for IT is usually reviewed quarterly due to variation in prices of IT equipment.

The IT and Telecom section coordinated support to national societies in the region e.g. installed a repeater station in Kassala branch of the Sudanese Red Crescent during the floods operation and radio communication for some branches of the Somalia Red crescent. Members of the RLU are frequently called on to participate in assessment missions and are also facilitators at RDRT trainings.

Continued guidance and support on price estimates was provided to national societies, Country Delegations, and Regional Delegations' departments whenever required. The RLU facilitates the importation and exportation of goods and processes duty and VAT exemption. The unit played a leading role in the procurement of food items for the drought operations in Ethiopia and Eritrea. It also supported the Tanzania Red Cross in the procurement of medical supplies for the refugee camps. Active support was given to the closure of Burundi Delegation; three trucks and a generator were disposed through public bidding, and three leasing vehicles transferred back to Abu Dhabi Fleet Base via Nairobi. The RLU assisted in developing a plan of action for the distribution of non-food items including the pulling down of the rub halls that were housing the items in Burundi.

A new system that allows for a vehicle to be leased for less than three months was introduced unlike previously when acquisition of vehicles for projects running for less than three months was not possible. The logistics spread sheet was finalized and posted in the server making it possible for direct tracking of goods and services by the respective departments at the Delegation.

The logistics unit is a member of an inter-agency group of humanitarian organizations which meets frequently at the World Vision Offices to share information and ideas on logistics activities in view of uplifting the standard of humanitarian services in this region.

Annual and emergency appeals throughout the region are proficiently planned, reported on and managed.

Three Emergency Appeals were launched in 2003 with the support of the Federation Regional Delegation in Nairobi i.e. Kenya Floods; Kassala Floods in Sudan; and Influx of Refugees from DRC to Uganda. The support offered included deployment of members of the RDRT for field assessment, the production of Information Bulletins, press releases, news articles and Programmes Updates.

Quarterly management meetings unify the regional delegation and country-based representatives into a coherent, well-functioning team through experience and knowledge sharing, coordinated planning, and intra-regional cooperation

Four team management meetings were held in 2003 and were attended by all Delegates in the region, and representatives of bilateral offices in France, Germany, Norway, Spain, and USA and of visiting PNS (British Red Cross, Swedish Red Cross and the Netherlands Red Cross).

A new Programme Coordinator from the Finnish Red Cross joined the Federation Regional Delegation in March 2003. A Regional Medical Advisor working for the partnership between the French Government and the Federation on Health joined in August 2003. A Desk Officer of the Norwegian Red Cross for Eastern Africa; the

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Netherlands Red Cross opened a new regional bilateral office in Nairobi. New Federation Heads of Delegation were deployed to Eritrea and Sudan.

The Federation Regional Delegation in Nairobi initiated weekly meetings with the senior management team to strengthen coordination and planning, the management structure and systems to improve transparency and accountability in the consultation and coordination processes to implement the change strategy.

Project Planning Process (PPP) is introduced to all delegates and formal training organized.

PPP training was conducted at the Federation Regional Delegation in Nairobi and was attended by members of the RC-NET and the regional Team Management Meeting (TMM). Several case studies were discussed such as one highlighting the development versus emergency response issues in which the promotion of humanitarian values programme is confronted. Other training sessions are planned to include all Delegates and staff from the Federation Regional Delegation in Nairobi and national societies.

Impact

The Sub-Regional Office of East Africa was created in line with the strategy for change. RFU has a structure in place for a continental supervision role. RRU was also created and is fully operational while the regional human resources unit was taken back to Geneva after a month in Nairobi. The RLU was closed in June 2003 as planned and its structure was organized to become a smaller logistics department within the Federation Regional Delegation.

The quarterly TMM held in conjunction with the RC-NET meetings were developed as an essential forum for dialogue and co-ordination in the region. The good relations among Delegates are a sign of the impact of the strategy. A support services unit was created in 2003 and includes the human resources, finance and administration departments, leading to better coordination and integration of office activities.

Despite the restructuring, the Federation Regional Delegation in Nairobi, departments continued to provide effective services to the national societies, Country Delegations, bilateral national societies based at the Regional Delegation, continental offices and to the Secretariat in Geneva.

Constraints

The creation of Sub-Regional Offices in Indian Ocean Islands and the Horn of Africa was delayed because they required more preparation and negotiation, which will take some time in 2004. The involvement and ownership of all concerned national societies was critical and will be closely followed up in 2004.

Political situations affected the development of national societies in Burundi, Sudan and Somalia. In Tanzania, Madagascar, Ethiopia, Comoros and Djibouti, internal changes and restructuring processes continued to require strong support and coaching from the Federation Regional Delegation's senior management and technical delegates. Integrity issues in national societies have been dealt with but the sensitivity of the topics, the difficulty in having open and transparent dialogue with some of the concerned parties. Further, the change process in the Secretariat did not facilitate the allocation of sufficient attention to solve some cases. Internal political considerations also influenced the capacity of the Federation Regional Delegation to develop a strong position with some national societies. Unity in the International Red Cross and Red Crescent Movement is often hindered by agendas which interfere with strategy, and requires clear coherence and continued commitment.

Lack of funding continued to hamper the efficiency of the RLU forcing it to cut down the number of staff and to reduce operational costs. The restructuring of department and the resultant reduction of manpower led to an increase in the workload. Though a proposal has been forwarded to cover administrative costs of the logistics services, it was not accepted by its beneficiaries. New ways of convincing the service beneficiaries of the need to subsidise the funding of the department will need to be sought. Long-term solutions are being explored and will hopefully be agreed and endorsed with the Secretariat in Geneva during 2004. Outstanding debts are still owed to the Federation by suppliers who cannot pay them cash; a proposal to provide goods to the Federation at discounted rates as a means of offsetting the debt was not very successful and court actions have not been the best option either.

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Legal disputes dating from 1994-1996 were not resolved during the year despite close monitoring from the senior management of the Federation Regional Delegation and good legal support. Those cases that have been resolved were successful for the Federation, and the liabilities and risks have been downsized drastically. It is hoped that pending cases will be closed in 2004.

The preparation for the introduction of continental delegates for finances, reporting, human resources, external relations and organizational development continue to create debates between the field and Geneva, and between the Africa department and the other relevant technical departments of the Secretariat. While the decision on this strategic direction of decentralisation has been taken and is well accepted, much remains to be done in developing adequate mechanisms to ensure smooth implementation, good relations with "clients" and harmonious physical installation in the Federation Regional Delegation. The backlash of the creation of the human resources unit was very unfortunate and is a pointer that it was not well prepared and funding secured in advance.

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