

# 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***

7 June 2006

### **In Brief**

**Appeal No. 05AA007; CHF 2,407,571 (USD 1,910,012 or EUR 1,524, 744); Appeal coverage: 93.1%**

[Click here to go directly to the attached Financial Report.](#)

**Annual Appeal :** <http://www.ifrc.org/docs/appeals/annual05/05AA007.pdf>

**Programme Update no. 1 :** <http://www.ifrc.org/docs/appeals/annual05/05AA00701.pdf>

**Programme Update no. 2 :** <http://www.ifrc.org/docs/appeals/annual05/05AA00702.pdf>

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning.*

*All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>*

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### **Operational context**

The numerous natural disasters in the Eastern Africa region during the year and their severity created many new challenges for the regional delegation in 2005. Particularly demanding was the 26 December 2004 tsunami disaster follow-up. Although the impact of the tsunami on the countries in the region was minimal compared with the vast destruction of people and assets in Asia, it was nevertheless a serious disaster in at least two of the countries, namely; Somalia and Seychelles both in terms of people killed and livelihoods destroyed. In addition, the tsunami also created dangerous situations, killing people and destroying livelihoods in Kenya, Tanzania, Madagascar, Mauritius and Comoros. However, in most places local authorities and Red Cross personnel were prepared and managed to evacuate most people from the beaches and the ports to avoid large scale damage.

Other issues, like the avian influenza threat, the many seasonal floods, and the regional drought situation towards the end of 2005, led to far more consultations, planning meetings and processes with the national societies than the regional delegation was designed to cope with at the beginning of the year. A scale up in the number of emergency response relevant staff and delegates was therefore necessary.

The tsunami impact was also significant indirectly in terms of the many additional medium to long-term programmes that were developed during the first six months of the year including Disaster Preparedness (DP)/early warning, capacity building and Organizational Development (OD) support.

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Much attention was given to laying some of the building blocks that facilitated the coordination and cooperation between Movement components. These includes; the introduction of the Movement Coordination Framework, branch development review and Movement Coordination meetings on a more regular basis both at international, regional and national levels.

During the year the extensive cooperation with the regional United Nations Office for the Coordination of Humanitarian Affairs (OCHA) was maintained and the regional delegation participated in several working groups as well as in the Community Animation Peace Support (CAPS) processes. The cooperation with European Commission Humanitarian Aid Office (ECHO) and European Union (EU) offices at regional level were extended including cooperation in relation to the Global Water and Sanitation Initiative (GWSI) which in the region initially will be implemented in Kenya and Eritrea.

Regular contacts, periodic meetings and regional conferences on specific issues have been used to nourish relations with and provide appropriate support to the members in the region of the Federation's governance board and statutory commissions. Similar support has also been extended to several national society Presidents, and to the Pan African Coordination Team (PACT) chairperson.

The various measures implemented to strengthen the regional delegation's support services department, have clearly resulted in a more effective and better managed financial unit and a more professional human resource unit. Restructuring of the facilities, administration, local logistics, and visitors' service units including revision of all job descriptions, appraisals and matching people skills to positions, have all proven to produce tangible progress towards a more efficient administration with integrated risk minimizing measures. But, the departure of three programme delegates - the health and care coordinator, the OD delegate, and the information delegate in the middle of the year, and the failure to fill up these positions until early 2006, slowed down the performance of the whole programme department. Undoubtedly, the ferocious tsunami impact in Asia led to huge relief and recovery operations there with a high demand for experienced delegates, not only for the Federation. Another important factor, which also has contributed to empty the Federation's stocks and reserves of delegates, is clearly the increasing tendency for an increasing number of PNSs to develop bilateral programmes with separate support structures staffed with experienced field operators formerly available as Federation Secretariat delegates.

## **Analysis of 2005 programmes**

### **Health and care**

The numerous natural disasters in the region in 2005 required greater involvement by the health and care team than anticipated during planning. The 26 December tsunami disaster follow-up was particularly demanding. The recent avian influenza threat in the region led to consultative and planning meetings by 10 national societies and experts from the region as well as Geneva's health in emergencies department, to work towards a comprehensive preparedness and response plans to avian influenza and the human influenza pandemic threat. As a result Ethiopia, Kenya, Tanzania and Uganda have prepared plans for intervention.

The departure of the health and care coordinator in the middle of the year and the failure to fill the post in good time slowed down the coordination function of the health, HIV/AIDS and water and sanitation (WatSan) units to some extent, in particular, with regard to their integration into food security programmes at national levels. Nevertheless, there was significant team involvement in the development of policies and strategies with technical departments in Geneva including inputs into the communication and advocacy for immunization services within the context of the Red Cross strategy, health policy, information, education and communication materials for the World First Aid Day, Participatory Hygiene and Sanitation Transformation (PHAST) guidance notes and toolkit for Red Cross water and sanitation programming. In addition, documentation of HIV/AIDS programmes aimed at sharing lessons learnt from different contexts on how stigma and discrimination is being dealt with at national and regional levels and global HIV/AIDS programme evaluation through information sharing, data collection from the Uganda Red Cross Society and conduction of a peer review of two national societies outside the eastern Africa region.

Technical cooperation with other delegations in Africa was reinforced during 2005. In Sierra Leone, through the support of the International Committee of the Red Cross (ICRC), the national society was assisted in PHAST training of staff at the national level. The WatSan programme officer completed a six month mission as a staff on

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loan to the Chad refugee operation where he assisted the national society to manage the WatSan activities after the departure of the WatSan coordinator. The presence of the programme officer ensured continuity of services for the refugees and training of WatSan staff in water supply operation and maintenance as well as increasing access to sanitation facilities and improving awareness to hygiene among the refugee population.

**Goal: To support national societies to design and implement appropriate and sustainable community based health and care programmes within the ARCHI 2010 framework that are responsive to the needs and vulnerabilities of the communities they serve.**

**Objective: Support national societies and consequently vulnerable communities to address their public health needs in a sustainable manner using the ARCHI 2010 strategy while at the same time building upon the capacities of national societies to rapidly and effectively address public health needs in emergencies (preparedness and response).**

### **Achievements**

#### **Technical support to national societies**

- The Somali Red Crescent Society received support in developing a training curriculum for community health workers and volunteers in malaria prevention and control and the development of communication strategy, as well as a baseline survey instrument in PHAST.
- The insecticide treated net (ITN) distribution process was successful in Somalia, with over 50% coverage of the total population. The Somali Red Crescent Society's malaria communication strategy has been adopted by other agencies in Somalia and is being used as a tool in community mobilization, sensitization and advocacy on malaria prevention, control and treatment.
- The Ethiopian Red Cross Society was supported in preparing its polio campaign report and initiating its WatSan strategies.
- The Kenya Red Cross Society received support in developing a PHAST toolkit and its WatSan strategies, and the Sudanese Red Crescent Society was supported in developing WatSan strategies.
- The Red Cross Society of Eritrea was supported in initiating a WatSan strategy and a peer education curriculum for HIV/AIDS.
- Assistance was provided to the Tanzania Red Cross Society on integrated measles follow up campaigns, and in particular, the 'Keep Up' campaigns entailing the integration of malaria interventions in immunization campaigns. Other partners include United Nations Children's Fund (UNICEF), World Health Organization (WHO), Expanded Programme on Immunization (EPI), malaria programme and the Tanzanian government. Over 80,000 ITNs were distributed in 10 districts, excluding Zanzibar.

#### **Integration of health and care programmes with other programmes**

- The WatSan team, the Red Cross Society of Eritrea, the Ministry of Water and Agriculture and the Swedish Red Cross undertook a joint technical assessment in Eritrea in order to define site specific activities for the drought response, leading to the rehabilitation of boreholes and shallow wells.
- 25 volunteers from the Kenya Red Cross Society were trained in PHAST methodology under the Kenya drought operation, which has resulted in better and safer use of WatSan facilities.

#### **Mobilizing of resources for national societies**

- As part of the GWSI, the WatSan unit was involved in the finalization of proposals for Ethiopia, Eritrea and Kenya under the European Commission (EC) bid call.
- Support was given to the development of a regional proposal to be included in the Lake Victoria Project initiative which covers Kenya, Tanzania and Uganda.
- Ethiopia, Kenya and Uganda were assisted in completing their proposals on the service delivery models for anti retroviral therapy (ART) access to complement national access to ART.
- The Kenya Red Cross Society secured funding for its ART programme from the Swiss Red Cross with support from the HIV/AIDS unit, to be implemented in partnership with the Ministry of Health, targeting more than 5,000 people living with HIV/AIDS (PLWHA) for the next five years.

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- The Red Crescent Society of Djibouti was supported in developing a proposal for 2005-2007 for the continuation of the HIV/AIDS high risk corridor programme in Djibouti city funded through Department for International Development (DFID).
- Additional resources were mobilized through partner national societies in the region for the HIV/AIDS in the workplace training for francophone national societies and the 14th Independent Communications Authority of South Africa (ICASA) conference held in Abuja, Nigeria in December 2005. The Norwegian, Netherlands and British national societies provided funds to support national staff from Ethiopia, Sudan, Kenya, Uganda and Rwanda. The participation of the regional team and national society staff provided a good learning opportunity through interaction and experience sharing with other professionals in HIV/AIDS programming. Input was provided on a concept paper developed by the Netherlands Red Cross to fund the Kenya Red Cross Society's care and support interventions for PLWHA and orphans and vulnerable children (OVC). The unit provided input to the 2006-2008 NORAD application for East Africa regional programmes to support the HIV/AIDS programme.
- Training opportunities were disseminated to national societies in the region, including an emergency response unit training course in Germany, attended by the Kenya Red Cross Society.

### **WatSan integration**

- A multi-sectoral team comprising of the regional delegation's health and care unit, the Somali delegation health coordinator and an information officer from the Uganda Red Cross Society conducted a review of the Somali Red Crescent Society's health programme in the tsunami hit coastal parts of Somalia. Following the visit, support was provided in PHAST and baseline training of 35 participants and an assessment was made to identify possible WatSan interventions in the districts of Garowe and Galkaiyo.
- A pilot project aimed at contributing towards a reduction in the incidence of waterborne diseases amongst PLWHA at household level through the use of water treatment and disinfection has been developed with the Kenya Red Cross Society, and due to start later in 2006.

### **Developing/promoting strategic partnerships**

- A partnership has been established with the International Planned Parenthood Federation (IPPF) regional office for Africa to facilitate information sharing on sexual and reproductive health. A global consultation on integrating sexual and reproductive health issues into ART programmes took place in Washington DC in November 2005 on the invitation of the IPPF and United States Agency for International Development (USAID).
- The global WatSan meeting (Dubai), WatSan coordination meetings, regional workshops on water governance organized by the Global Water Partnership, the East Africa Roll Back Malaria Network annual planning and review meeting (Nairobi), and the Roll Back Malaria Forum meeting (Cameroon) and the Multilateral Initiative against Malaria (MIM) pan-African conference (Cameroon) were attended.
- Consultative and planning meetings were held with the WHO country office and CARE International to deliberate on how to operationalize partnerships on ART. Meetings were also held with the WHO-expanded programme on immunization (East Africa), Marie Stopes Kenya, UNICEF Somalia and National Olympic Committee on social mobilization, sexual and reproductive health services, hygiene promotion and HIV/AIDS prevention, care and support activities targeting the youth and sporting community respectively.

### **Monitoring and evaluation**

- Support was given in the evaluation process of the Rwanda Red Cross's HIV/AIDS programme (including its OVC programme which will take place in 2006) as well as the Red Crescent Society of Djibouti's integrated health project and HIV/AIDS corridor programme.
- Support was also given in the conduction of a baseline survey and impact assessment for the WatSan health project of the Somali Red Crescent Society and German Red Cross.
- The Ethiopian Red Cross Society's HIV/AIDS strategic plan for 2006-2010 as well as its monitoring and evaluation system designed for the WatSan project funded by the British Red Cross was reviewed. There are indications that the PHAST volunteers find the monitoring sheets easy to use and are using them consistently. The HIV/AIDS team also provided input to the draft HIV/AIDS strategic plan for the Sudanese Red Crescent Society.
- The health and care team was involved in the Pan-Sudan health assessment which included partner national societies (German and Norwegian), Geneva technical staff and the Sudanese Red Crescent Society. The

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team assessed the national society's current health programmes and the anticipated focus in post conflict Sudan.

- Terms of reference for the evaluation of the Kenya Red Cross Society's community-based home care programmes in Kisumu and Siaya districts were reviewed and support provided in the development of evaluation and mid-term review tools. The HIV/AIDS team also participated in the evaluation and mid-term review of the HIV/AIDS strategic plan. The baseline survey tool for the Kenya Red Cross Society Garissa integrated health project was reviewed. The Kenya Red Cross Society Kajiado integrated health and care project funded by the Norwegian Red Cross was assisted in the review of its PHAST activities and the development of indicators to track change at community level.
- The HIV/AIDS team also provided support for the documentation of the Uganda Red Cross Society's community home-based care programme targeting internally displaced persons in Katakwi district. The documentation captures the progress of the project, best practice, achievements and impact, challenges and lessons learnt in HIV/AIDS programming in conflict settings.
- The WatSan team developed a PHAST evaluation tool for health and relief workers in emergencies.

### **Developing/promoting partnerships with PLWHA groups**

- The health and care unit participated in the Network of African People Living with HIV/AIDS (NAP+) board meeting held in Nairobi, which highlighted challenges in developing partnerships between national societies and national PLWHA networks. A manual on "Food for PLWHA" incorporating a section on the role of nutrition in ART therapy, was developed in partnership with NAP+. A series of treatment literacy workshops, including Namibia, Uganda, Kenya, Tanzania and Rwanda, were organized by NAP+ in partnership with the HIV/AIDS team to empower PLWHA leaders from eastern and southern Africa region.
- Meetings attended included the regional inter-agency working group on HIV/AIDS in emergencies, the Society of Women against AIDS in Africa (Uganda) and the 14th ICASA conference (Nigeria) to discuss food security, livelihoods and HIV/AIDS.

### **Support to RDRT**

- The WatSan team participated in the Tanzania Red Cross National Society's initial floods assessment which affected 20,000 people in Zanzibar after heavy rains in the middle of April.
- The Sudanese Red Crescent Society was supported in developing and implementing an effective response to the yellow fever outbreak in South Kordofan. The yellow fever epidemic in Sudan was effectively controlled, reducing the incidence rate by more than 30%.
- Technical input was given for the Sudan floods minor emergency operation for the Sudanese Red Crescent Society and Ethiopia floods emergency appeal for the Ethiopian Red Cross Society. Meetings were held with the chairperson of the RC-Net health and care working group.

### **Implementation of workplace HIV/AIDS policies**

- A workshop on the HIV/AIDS workplace programme for the French-speaking national societies was conducted in Kigali.
- Guidelines from Geneva on activities for the World AIDS Day, commemorated on 1 December, were forwarded to all national societies in the region.
- Two workshops were facilitated in Tanzania and Zimbabwe to review the ART modules developed by Geneva and Southern Africa AIDS Information Dissemination Service (SAFAIDS) in collaboration with WHO-AFRO. Further refinement of the modules (in English and French) is expected to enhance community ART literacy within national societies' HIV/AIDS programmes in the region.
- A final draft best practice document of the regional delegation's HIV/AIDS workplace programme was forwarded to Geneva based on an assessment conducted in May 2004.

### **Constraints**

- Whereas networks are working very well, they are still on an ad hoc basis and need to be formalized through written agreements.
- Lack of strategic plans in the national societies has been a great obstacle in the establishment of comprehensive programmes.

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- Adequate financial resources still need to be mobilized for the health and care programme. Furthermore, partner national societies are engaging more directly with national societies to the detriment of multilateral cooperation.
- Some national societies, for example, the Red Crescent Society of Djibouti, still have low staffing capacities which have continued to hamper quick implementation and absorption of funds.
- Timely and efficient reporting/feedbacks from national societies still remain very weak.

### **Disaster management**

The number of disasters in the region and their severity increased in 2005, notably food insecurity that is affecting many countries in the region. In order to reinforce national societies actions towards the emerging drought situations in their respective countries, significant support was provided in assessing the respective countries food security situations. The disaster management department gave contributions to a donor meeting to consider food security in Africa as well as to the Federation's disaster management review process. A new food security working group team leader was also elected.

The tsunami recovery programme's planning phase considerably impacted the department's capacity, although it gave additional resources for preparedness and early warning. Human resource challenges within the disaster management department and regional security issues also demanded significant time and energy to address.

**Goal: To build the capacities of national societies at regional, sub-regional and country levels to predict and prevent disasters, to mitigate their impact and to respond and cope with their consequences.**

**Objective: To strengthen and support appropriate national society capacities to provide quality response to common disasters facing the region (food security, political disturbances and population movement, cyclones and seasonal floods) and the lack of disaster policy plans and vulnerability and capacity assessments.**

### **Achievements**

#### **Food security**

- Support was given to the Kenya Red Cross Society to extend the drought relief operation to allow the completion of seeds and Unimix distribution and WatSan activities.
- An emergency appeal was prepared, launched and supported for Red Cross Society of Eritrea to assist 55,000 beneficiaries for 12 months with food distribution, seed and livelihood support, WatSan and health activities.
- The Horn of Africa food security programme was initiated, technical support given to the Kenyan and Ethiopian national societies programmes and training given on project proposal preparation.

#### **Political disturbances and population movement**

- The Ugandan and Rwandan national societies were assisted with Disaster Relief Emergency Fund (DREF) allocations in their responses to movements of refugees through information bulletins. The Uganda Red Cross Society received support to develop a contingency plan during the presidential elections.
- Contributions were made at the regional scenario development workshops for the Great Lakes and Horn of Africa regions. A regional contingency planning exercise based on a multi country tsunami disaster was organized by the department with the Inter-Agency Working Group (IAWG) for disaster preparedness for East and Central Africa. The regional disaster management coordinator led a FACT/RDRT mission to assess and establish a returnee operation in Southern Sudan that included RDRT trained personnel from the region.

#### **Floods and cyclones**

- Relief and recovery operations were mounted in response to the 26 December 2004 tsunami that affected many of the coastal countries, notably Somalia and Seychelles, and in particular, a swift response was made to the 28 March tsunami alert through effective communication with coastal national societies and use by Somali Red Crescent of the BBC Somali service to warn communities.
- Tropical cyclones were closely monitored. National society staff was trained in floods and cyclone preparedness at a working group meeting in Mauritius in November.

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- The Tanzania Red Cross National Society was supported by an RDRT deployment, airlift and DREF allocation for their response to heavy rain and flooding on Zanzibar in April. An RDRT team was sent to Ethiopia to assess the impact of the flooding in southern Ethiopia, an emergency appeal was launched and DREF allocated.
- Emergency preparedness measures were put in place with DREF funds for floods in Kenya used to preposition disaster preparedness stocks.

### **VCAs, DP policies and plans**

- Vulnerability and Capacity Assessments were undertaken by a member of the RC-NET working group in Somalia.
- The Sudanese Red Crescent Society and Mauritius Red Cross Society were assisted to develop disaster management plans.
- Assistance was given to authorities in Puntland (Somalia) and Seychelles to develop national disaster management plans.

### **Knowledge sharing and skills sharing**

- The Ethiopian Red Cross Society developed its disaster management manual.
- The Rwanda Red Cross joined the disaster management department for a two month secondment.
- Two participants from the region were FACT trained and one field team leader trained. An RDRT review was conducted by a British Red Cross consultant and the Uganda Red Cross Society and the results presented and agreed at the RDRT training event. At this event, 22 previously trained RDRT personnel received refresher training in new needs assessment methodologies and FACT mechanism in close cooperation with the FACT unit in Geneva.
- Support was given to the Red Cross Society of Eritrea for their national disaster response team training in November. The annual planning meeting involved 13 national societies in sharing experiences in risk reduction, early warning, and logistics management.
- RC-Net disaster management working groups met to review their composition and work plans.

### **Integration with other sectoral programmes**

- Integrated programming regional workshops were held to plan tsunami funded programmes with the health and care department. The department participated at the communications forum meeting.
- A joint health and disaster management mission was made to Comoros. The joint health and care and disaster management task force organized a meeting for avian influenza in December. Frequent regional disaster task force meetings were coordinated by the department to facilitate a multi sectoral approach to disaster assessment and response.

### **Networking with other agencies**

- The department continues to co chair the core group of the IAWG and actively participate in the sub-groups.
- A new avian influenza sub-group was started by the department and OCHA. Input was given to key consultations such as the UN Humanitarian Response Review, meetings organized by the ISDR and a new Inter Agency Task Force for Disaster Reduction Working Group on environment and Disaster Risk Reduction.
- The World Disasters Report was launched in Nairobi with key links established with the media and humanitarian community based in Kenya.

### **Logistics management**

- The department participated in a regional logistics review with the assistance of the British Red Cross Logistics Emergency Response Unit.
- A regional logistics workshop was organized and a new regional logistics warehouse for 10,000 family kits established. Logistics and procurement support was given to relief operations in the region. Consultations were held with the Dubai fleet base and Fritz Institute for the new humanitarian supply chain software.
- A fleet assessment was made for the Red Cross Society of Eritrea with the Kenya Red Cross Society.
- A logistics assessment was made to Mauritius for a possible second logistics warehouse.

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### Impact

- The increased awareness of food security resulted in a good response to the call for a regional meeting to discuss the regional food security crisis in January 2006.
- Experience of the regional tsunami contingency planning exercise provided closer inter agency cooperation for the avian influenza crisis.
- The tsunami experience, learning review and resultant 10 point “Nairobi Initiative” prepared national societies well for later tsunami alerts and other rapid onset disasters. Contingency planning and VCA exercises prepared the Somali Red Crescent Society branches for response to the December 26 tsunami.
- RDRT training led to responses to floods in Tanzania and Ethiopia and returnees in Sudan along with national response team training in Eritrea. The RDRT review was the first of its kind and was used in the South Asia RDRT training in Delhi in April 2006. National society staff is more involved in facilitation of technical training and missions such as the Ethiopian Red Cross Society’s VCA training in Somalia, the Kenya Red Cross Society’s logistics mission to Eritrea and the Sudan Red Crescent Society’s support to Eritrea’s National Disaster Response Team training.

### Constraints

- Flood operations in Ethiopia, Tanzania and Kenya and drought operations in Kenya and Eritrea impacted capacity to support preparedness activities.
- Recruitment to secure a disaster management delegate position that was acutely needed took eight months. The senior disaster management officer was killed in a car accident in Kenya in October 2005. The food security officer resigned and the disaster management programme officer was taken seriously ill in December.

### Humanitarian Values

The communications forum has contributed to strengthening national and regional collaboration between national societies’ information units and is proving to be a very useful vehicle for the inculcation of communications in the societies. An example of this is a customized job description for national societies’ information officers, developed by the Forum. Note: Communications refers to all information, dissemination, media and public relations activities.

**Goal: Red Cross Red Crescent Principles and humanitarian values are known and respected throughout the region; emergencies and development activities are consistently promoted; discrimination against vulnerable groups is reduced thanks to advocacy initiatives.**

**Objective: To assist in the development of a strong regional communications forum capable of efficiently supporting efforts of national societies to respond to humanitarian emergencies, reduce vulnerability and discrimination, and promote Red Cross Red Crescent principles and humanitarian values.**

### Achievements

#### Developing national societies information units’ capacity

- The RC-Net annual Communications Forum with the theme “*Communications during Disasters and Conflicts*” was held in Bujumbura, Burundi from 17 to 20 October, and attended by communicators from 13 national societies, representatives and facilitators from the Federation, the ICRC and partner national societies. The Forum outlined a number of initiatives and ideas to be undertaken in 2006. Information officers from the Rwandan, Ugandan, Tanzanian and Kenyan national societies underwent staff-on-loan missions with the regional delegation’s communications unit. The Uganda Red Cross Society’s information officer was deployed to Somalia to take part in a tsunami operation review.
- In support of the Somali Red Crescent Society’s prioritization of communications/promotion of humanitarian values, the delegate helped develop a working plan for the Somali Red Crescent Society.

#### Formalization of cooperation of NS information units

- Following her successful tsunami operation review mission to Somalia, the Uganda Red Cross Society represented the East Africa communications forum when a sister network was formed in southern Africa under the guidance of the Federation. The participation of the Uganda Red Cross Society’s information

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officer in the staff-on-loan scheme and her consequent deployment to the establishment of the southern Africa communications network has reiterated the fact that hard work and results bring stimulating professional rewards. There is high interest among information officers to join the RDRT training and undertake consequent deployments.

- Visits by press officers from the British Red Cross, Norwegian Red Cross and Swedish Red Cross to Ethiopia, Kenya and Uganda contributed to consolidating the image and perception of the information unit within a national society.
- Coaching missions by the regional information delegate to Somalia and the Seychelles were undertaken in connection with the tsunami operations.

### **Promotion of Red Cross/Red Crescent responses to emergencies**

- The regional information unit continued to be deeply involved in the tsunami response operation. Due to lack of reporting resources the delegate had to take over the responsibility of producing operations updates and fact sheets, as well as participating in a Federation mission to the tsunami-affected areas in Somalia and the Seychelles. The tsunami response operation was also a capacity building opportunity for information officers from Kenya, Rwanda, Uganda, Tanzania and Seychelles.
- In parallel, power point presentations, information bulletins, articles, minor emergency and appeal documents were produced highlighting national societies'/Federation's response to a series of emergencies, including RDRT deployments, to the Comoros (volcanic eruption), Zanzibar, Somalia and Ethiopia (floods).
- The cooperation with Reuters news agency continued and led to the publication of Federation photographs from the Puntland tsunami affected area on the agency's World Photo web site (hosted by Yahoo).

### **Visibility of Red Cross/Red Crescent campaigns, events and programmes**

- Articles and press releases continued to be posted on the Federation's web site. Additionally, a number of regional press releases and media briefs were issued and documents and images posted on Reuters AlertNet web site. Much of the output quoted by IRIN and excerpts used by the UN's Reliefweb and other regional news sites was based on material from the Federation's web site.
- Support continued to be given to the Lake Victoria Project initiative, a sub-regional exercise involving Kenyan, Tanzanian and Ugandan national societies.
- With technical support from the regional information delegate the Somalia delegation produced a series of documents highlighting their health activities. A mission to Somaliland by a British freelance journalist produced quality materials for the British Red Cross's 'Charity of the Year' campaign supported by Deutsche bank. The event raised GBP 400,000 for the Somali Red Crescent Society's/Federation activities.
- The launch of the Federation's World Disasters Report (WDR), focusing on "Information in disasters", received good media coverage after the launch in Nairobi, which was attended by representatives of media, diplomatic community, Government of Kenya, humanitarian agencies and the RC/RC Movement. The WDR video was played as well as a selection of photos from the tsunami operations. The regional delegation's relationship with local and regional media continues to strengthen, enabling the Federation to be a primary source of reference and information on disasters. This relationship needs to be maintained systematically if the benefits are to be fully realized.

### **Cooperation with ICRC**

- Relations with the ICRC cooperation delegates for Somalia and Kenya, Djibouti and Tanzania continued to be strengthened during the reporting period. The ICRC Somalia cooperation delegate joined Federation representatives during a tsunami visit to Puntland. ICRC delegates from Kenya, Djibouti and Tanzania took part in planning the 2005 regional communications forum. The good relationship between ICRC and Federation delegates has had a positive impact on the network of national societies' information officers in the region, further strengthening the overall sense of cooperation and unity brought forth by implementation of the Seville Agreement.

### **Impact**

- Mission reports by the national societies' information officers detail the benefits of their stints with the communications unit; all feel that their capacity has been significantly increased and all appreciate the regional delegation's capacity-building efforts in this field – which they plan to bring back to their own

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national societies. The success of this project calls for further efforts in the capacity-building of national societies' information units, including inviting their information officers to participate in regional disaster response team workshops and to provide communications support to small and medium scale emergencies.

- Each emergency situation encountered during 2005 provided training as well as learning opportunities for the information counterparts, corresponding to the regional communications unit's emphasis on the benefits of 'learning by doing' which has also led to a marked increase in team spirit among the regional information officers.

### Constraints

- Although there is an improvement in both performance and capacity of some of the national societies' information units at headquarters level, none of them has developed their own national information networks and communications is not yet an institutional and integral part of their daily work. It is hoped that the East Africa Communications Forum can be one of the vehicles for this process.
- There is still no clear framework for national society cross-border cooperation in the domain of information/promotion of humanitarian values; exchanges take place rather on an ad hoc basis. The 2005 regional communications forum addressed this issue and will develop a road map for improvement.
- In addition to the lack of national information networks, information officers are not always included in the national societies' emergency response task forces, and in many cases field missions include all specialities but information and reporting; this has further limited their capacity of accessing even basic information.
- The regional delegation has very limited funds for visibility materials such as brochures, leaflets, posters or video documents, a serious obstacle in the effort to promote the Federation and its national societies in the region. While the Secretariat's decentralisation process has brought forward notions like 'regional marketing' and 'aggressive regional external relations', the development of a clear marketing policy is still underway.
- While the regional delegation has a single communications delegate covering East Africa, the ICRC has at least three counterparts in most of the 14 countries (information, communications and cooperation delegates). Their mandates encompass most of the tasks that one single regional Federation delegate is charged with. This makes it practically impossible for the delegate to establish even a minimum working relationship with all the ICRC counterparts across the region. The ICRC also has a different geographic division of the region. Whilst the Federation's regional delegation in Nairobi covers 14 countries, the ICRC delegation in Nairobi covers only Djibouti, Kenya and Tanzania; the Indian Ocean national societies are covered by the ICRC delegation in Pretoria and the rest are covered by country (operational) delegations. The practical difficulties of closer cooperation are obvious.

### Organizational development

The regional OD priorities identified for 2005 focused on support to the national societies CAS processes in the region and the RC-Net committee, and on international and inter-regional cooperation. However, two main events in the region led to different realities: Although the impact of the 26 December 2004 tsunami on the countries in the region was minimal compared with the vast destruction of people and assets in Asia, it was nevertheless a serious disaster in at least two of the countries, namely Somalia and Seychelles both in terms of people killed and livelihoods destroyed. In addition, the tsunami also created dangerous situations in Kenya, Tanzania, Madagascar, Mauritius and Comoros, but in most places local authorities and Red Cross personnel were prepared and managed to evacuate most people from the beaches and ports and avoid large scale damage. Also indirectly, the tsunami impact was significant in terms of the many additional medium to long term programmes that were developed during the first six months of the year including capacity building and OD support.

Secondly, at the end of March, the regional OD delegate who had been acting as the focal person for the national societies of the four Indian Ocean islands was appointed head of the newly created Indian Ocean islands sub-regional office. The tsunami impact on the sub-region, particularly Seychelles, and the ensuing number of international meetings and planning processes, gave little if any time for activities that were not directly linked to the tsunami operations over the following months. In addition, the ferocious tsunami impact in Asia led to huge relief and recovery operations which seem to have emptied the Federation's stocks and reserves of delegates: The difficulties experienced by the regional delegation in Nairobi in recruiting an English-French (bilingual) OD delegate during the last nine months of the year, can partly be attributed to this "indirect tsunami effect", and they have clearly impacted negatively on the effective and efficient execution of the regional OD programme. Currently,

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alternative strategies are therefore being tried out in order to enable the delegation to recruit an experienced OD professional.

It should also be taken into consideration that the appointment of three Heads of sub-office with strong OD backgrounds, and the sustained support to several OD issues in the region from the Head of the regional delegation, from the programme coordinator and from the Movement coordinator, has been decisive for the positive developments registered in several national societies, particularly in Burundi, Tanzania, Rwanda, Sudan, Madagascar, Comoros, Mauritius, Seychelles, and Djibouti. Equally significant is the fact that in the absence of the OD delegate, the new position of Movement coordinator in the regional delegation has taken on several of the tasks implicit in the three expected result areas below.

**Goal: Red Cross and Red Crescent national societies maintain a high profile in responding to the needs of the most vulnerable.**

**Objective: National societies have the necessary structures and systems in place to respond to clearly identified community needs.**

### **Achievements**

- While three national societies had developed their Cooperation Agreement Strategy (CAS) documents and had updated them prior to 2005 (Kenya, Rwanda and Uganda), several initiatives – particularly those linked to the annual partnership meeting – have been taken during 2005 to encourage also the national societies of Eritrea, Ethiopia, Somalia and Sudan to continue their CAS processes, including to develop strategic work plans, CAS documents and related memoranda of understanding (MoU), whereas the national societies of Tanzania and of Burundi have been encouraged to start CAS related discussions with their partners.
- International cooperation outside the scope of the various CAS processes in the region, has mostly taken place within the tsunami framework. New Red Cross/Crescent partners have entered the region, among them Spanish Red Cross and French Red Cross, other RC/C partners already represented in the region like the American Red Cross, the Danish Red Cross, the German Red Cross, the Netherlands Red Cross and the Norwegian Red Cross have modified their regional set up or the scope of their operations. The regional delegation in Nairobi has been negotiating with all these national societies working internationally during the last half of 2005, both on the new integration agreements as well as on specific service agreements in some cases. The RC-Net assembly decided last year to change the name of the “task force” to “committee”. The regional delegation facilitated the quarterly meetings of the four national societies strong RC-Net committee (Rwanda, Kenya, Mauritius, and Somalia). Unfortunately the Secretary General (SG) of the Rwanda Red Cross, who chairs the committee this year, left his national society unexpectedly, thus creating a vacuum in the committee. Fortunately, after several months of deliberations between the four SGs, the Rwanda Red Cross’s acting SG accepted to take over the position.
- All through the year 2005 the RC-Net committee has had to take up new challenges from the exterior in addition to decide on “old” regional issues. The new challenges came first and foremost from the tsunami impact, where the RC-Net committee discussed and approved of the regional delegation’s process and decisions, but also from New Partnership for Red Cross Red Crescent Societies (NEPARC), an African initiative to promote development and resource mobilization for the African national societies outside the traditional Red Cross/Crescent donors.

### **Coordination, cooperation and strategic partnerships**

- One of the major engagements of national societies and the regional delegation since the beginning of 2005 was the response to the tsunami tidal waves which hit seven out of the fourteen national societies in the eastern Africa region. As the result, the attention given to supporting the development and review of cooperation agreements was not at its maximum for the last one year. However, it has been possible to lay some of the building blocks that facilitated the coordination and cooperation of Movement components. These include the introduction of the Movement Coordination Framework, branch development review and Movement coordination meetings on a more regular basis both at international, regional and national levels.

**Goal: To establish an effective coordination and cooperation role for the regional delegation and to ensure the implementation of strategic partnerships in the region.**

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**Objective: The regional delegation effectively executes its role in coordination, cooperation and strategic partnerships both at regional and sub-regional level and is acknowledged by all national societies in the region.**

### **Achievements**

#### **Development and updating of CAS documents**

- The national societies of Kenya, Uganda, and Rwanda reviewed their CAS whereas the Ethiopian Red Cross Society completed its CAS process during its partnership meeting in October 2004. Three other national societies, Eritrea, Somalia, and Sudan have also made good progress in developing the tool as a new culture of cooperation between themselves and their partners.
- A one day workshop on the CAS process, its basic principles, challenges and benefits as well as managing the power relations involved towards positive and improved results was conducted during the first quarter of 2005 by the regional delegation organized in close collaboration with the RC-Net. Throughout the year diverse consultations were carried out to make the best use of the CAS process at the quarterly team management meetings as well as the partnership meetings held by national societies of Kenya, Uganda, Ethiopia, Eritrea, Sudan, Rwanda and Burundi and was very much acknowledged and welcomed by all national societies.

#### **Documentation and common use of cooperation agreements**

- All existing international and inter regional agreements as well as those concluded during the year between the components of the Movement and the corporate world have been documented and are fully functional. This includes the MoUs concluded between different partners as well as the new coordination framework that was developed for the tsunami, which was highly inspirational for the national societies in Africa in organizing and structuring resources for working better and closer together in the delivery of their services to the most vulnerable communities.
- The new integration agreement with the partner national societies housed within the premises of the regional delegation has been drafted and reviewed to its final stage. However, it has not been possible to sign and make it functional to date. The delay is primarily due to the shortage of human resource in the legal department of the Geneva Secretariat as well as the time it required to get it through the headquarters of partner national societies working in the region.

#### **Regular RC-Net meetings**

- The RC-Net governance and management meeting held during the last week of the second quarter of 2005 discussed a number of issues such as the Seville Agreement and the supplementary measure, solidarity with the Sudanese Red Crescent Society, and the strengthening of the initiative taken by the African national societies. The meeting was attended by all 14 national societies, the regional delegation, the Geneva Secretariat, partner national societies and ICRC. The Eastern Africa national societies emphatically stressed dissatisfaction with the supplementary measure and strongly came up with the view that all African national societies be the ones shouldering the prime responsibility in all humanitarian actions in their respective countries. The second important point raised was the newly established forum, the NEPARC, an African initiative calling national societies to be more proactive in serving the vulnerable communities and taking charge of their own destiny. During the discussion it came out more clearly and strongly that “African national societies want speak with their partners and that the partners are also ready and willing to listen”
- During 2005, the RC-Net committee met four times and deliberated on a number of issues relating to programmes and the continuity of its leadership. The previous chairman, the former SG of the Rwanda Red Cross was replaced by the deputy SG of the Mauritius Red Cross Society for an interim period of three months until the Seoul meeting of the committee appointed the acting SG of the Rwanda Red Cross to be chair of the committee for the remaining period of the current mandate.
- Additional activities carried out during the year include the meeting of the sub-working groups of the disaster management and health committees both of which appointed new chairpersons for a period of two years. The Communications Forum also held a meeting in Burundi where they discussed scaling up information and communication among national societies in the region.

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- A one day sub-regional meeting for the East Africa sub-region (in Mombasa) and another meeting of a similar nature for the Horn of Africa and Indian Ocean Islands (in Nairobi) were held in October and November respectively. The main purpose of both meetings was to familiarise the participants with the agenda points of the Seoul General Assembly.
- A course on negotiations skills was conducted from 28 to 30 November and to 2 to 4 December, in English and French respectively. The course was organized to assist national societies improve and build their capacity to better manage partnerships through the development of their negotiation skills. The negotiations skills course was piloted with leaders from 12 national societies in East Africa and senior bilateral and multilateral delegates with an impressive success rate. The course contributed towards strengthening the components of the Movement and provided critical membership services by strengthening governance and management capabilities adding to the Movement's comparative advantage.

### **Impact**

- Supporting national societies to deliver efficient and effective services to their clients through the appropriate use of instruments such as the CAS, MoUs, partnership and country level coordination meetings on a more stable and regular basis is always encouraged and promoted by the regional delegation and sub-regional offices and this meant a lot in assisting the spirit of working closer and better together with high level of transparency and accountability.

### **Constraints**

- The review and documentation process related to the integration agreement which was concluded with the partner national societies housed within the premises of the regional delegation had some limitations. It is anticipated that the draft agreement, fully entitling all partner national societies' delegates working under the umbrella of the Federation to enjoy all privileges and benefits emanating from the status agreement, which the Federation has concluded with the Government of Kenya, including exemption of taxes and the inviolability of individual freedoms, will soon be endorsed as the all the parties to the agreement are fully aware of the impact it bears on their work in the region when it becomes operational.

### **Effective representation and advocacy**

During the year, extensive cooperation with the regional OCHA office was maintained and the regional delegation participated in several working groups as well as in the CAP process and the special drought appeal process among others. Cooperation with ECHO and EU offices at regional level was extended including cooperation in relation to the GWSI which initially will be implemented in Kenya and Eritrea in the region. It is expected that the coverage of the program will be extended to other countries in 2007. At the end of the year the regional delegation took, the role of a coordination body in relation to the regional drought with respect to ECHO applications as ECHO Brussels did delegate administration of this grant to the ECHO regional offices. In addition to the process of formalizing the partnerships between the regional delegation and the NAP+, and between the Kenya Red Cross and the National Olympic Committee (NOC) in HIV/AIDS prevention, care and support activities targeting the youth and sporting community, another partnership is under development between the ISDR and the regional delegation in Nairobi.

The head of regional delegation and other members of the regional delegation's senior management team are maintaining regular contacts with the important diplomatic and humanitarian regional community in Nairobi. The regional delegation senior leadership provided continuous guidance to the national society leadership to engage in external partnerships. The regional delegation did upon explicit request from the societies in the region conduct the negotiation skills workshop by which participants are getting senior management coaching in negotiation techniques enabling higher performance in external representation and advocacy.

**Goal: Effective advocacy, communications and external relations is maintained at regional level.**

**Objective: The regional delegation establishes strategic alliances and partnerships with external partners, influences decision making processes at national and international level, facilitates the promotion and implementation by national societies of resolutions of the International Conference, and increases the visibility and profile of national societies in setting the humanitarian agenda in the region.**

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### **Achievements**

#### **Establishment of global or regional cooperation agreements**

- The developing partnership between the regional delegation and the ISDR is based on a continental perspective on disaster reduction, but focuses on cooperation and coordination between the risk reduction activities of the decentralized governmental administrative structure (e.g. the district commissioner) and the corresponding Red Cross/Crescent local branch.
- GWSI initiative negotiated globally by the Secretariat and implementation procedures progressing for implementation by a consortium (Danish, Netherlands and Austrian Red Cross) in Eritrea and bilateral implementation in Kenya by the German and Spanish Red Cross.
- The ECHO negotiation for drought was successful. An agreement was successfully completed for the Danish Red Cross getting EUR 1.5 million for the Kenya drought and at the end of the year discussions to assist other partner national societies in the application procedures was ongoing so as to tap into the regional grant for the drought.
- Contacts between the regional delegation and the NAP+ have led to an initiative to develop a memorandum of understanding between regional delegation and NAP+ to further formalize the partnership.
- As part of the global Federation and International Olympic Committee (IOC) partnership, meetings have been held with the Kenya Red Cross Society and the NOC to explore modalities for partnership between the KRCS and IOC in HIV/AIDS prevention, care and support activities targeting the youth and sporting community, and a concept note has been developed for presentation to IOC.

#### **Representation of the Federation during important events**

- Regular contacts are maintained with OCHA, embassies, African Union and NEPARC. The head of regional delegation also presented the Federation's 2005 appeal and activities to all the donor countries' embassies in Nairobi.
- The DM department represented the Secretariat's disaster preparedness and response department at the Inter Agency Task Force for Disaster Reduction - Working Group on Environment and Disaster Risk Reduction in October at United Nations Environmental Programme (UNEP) in Nairobi. This working group developed terms of reference for 12 months under ISDR that will ensure that environmental concerns are appropriately integrated in the implementation of the Hyogo Framework for Action (HFA) 2005 - 2010.

#### **Impact**

- The regional delegation's capacity to develop sustainable approaches to effective representation and advocacy was delayed when the plan to establish an external relations unit had to be put on hold pending human resource recruitment. However, already established relationships are being maintained, and new initiatives are being prepared.

#### **Constraints**

- The development of an external relations policy could not be given the necessary priority during 2005. An approach based on available resources within the information unit was under preparation to relaunch the regional delegation's external relations initiative, but had to be put on hold, first due to the work-intensive and unplanned tsunami activities during the reporting period, then because the delegation was without an information delegate for the second half of the year. This initiative will be relaunched as soon as the resource situation is improved.

#### **International disaster response**

- Climate change and increased vulnerability appear to have increased disaster frequency and severity, notably food insecurity that is affecting many countries in the region. This is combined with significant improvements in the disaster management capacities of national societies and their good cooperation with the regional delegation to make very high demands and expectations for assistance from the disaster management and programme departments.

**Goal: To respond in an effective and timely manner to rapid, slow-onset and 'forgotten' disasters in line with the Seville Agreement and within the capacity of the affected national societies, the regional and the international resources of the Federation.**

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**Objective: To build and maintain capacity at the regional delegation and national societies' levels to provide effective early warning, disaster assessment and disaster response and coordination at regional and international level with the Secretariat in Geneva.**

### **Achievements**

#### **Tracking of emerging disasters in the region**

- Close monitoring was maintained for cyclone Hennie, Karthala volcano situation, Eritrea/Ethiopia border tension and emerging droughts in Ethiopia, northern Tanzania and Kenya. Progress reporting on relief operations was coordinated through operations updates for the regional tsunami, Ethiopia and Tanzania floods, Eritrea and Kenya droughts and numerous minor emergencies.

#### **Implementation of timely and appropriate assessments**

- RDRT assessment teams were sent to the Ethiopia and Tanzania floods and Sudan returnees operation. One FACT mission was commissioned for Sudan returnees operation.
- National society assessment teams were deployed for the tsunami in Seychelles, Somalia and Kenya; floods in Kenya, Tanzania, Ethiopia and Somalia; population movements in Rwanda and Uganda; earthquake in Tanzania and drought in Ethiopia.

#### **Coordination of regional and international disaster response resources**

- Significant amounts of DREF were released for the Uganda and Rwanda refugees, Kenya, Tanzania, Sudan and Ethiopia floods, Kenya conflict, Kenya drought, Tanzania earthquake, Sudan explosion, Sudan returnees and Sudan yellow fever operations. Emergency appeals were launched for Ethiopia floods and Sudan returnees. Airlifts were organized for the Tanzania floods and Sudan returnees operations.

#### **Maintenance of good coordination**

Close cooperation was maintained with UN and other agencies at regional and country level during assessments and operations.

#### **Maximization of organizational learning**

- Experiences of the RDRT deployment to Ethiopia were shared during the RDRT training and the review of the RDRT was also examined and an action plan prepared. Contributions were given to the real time evaluation of the tsunami.

#### **Impact**

- Climate change and increased vulnerability appear to have increased disaster frequency and severity, notably food insecurity that is affecting many countries in the region. This is combined with significant improvements in the disaster management capacities of national societies and their good cooperation with the regional delegation to make very high demands and expectations for assistance from the disaster management and programme departments.
- Presentations and working sessions at the RDRT training, logistics workshop and annual planning meeting with national society disaster management staff have led to a clearer understanding of the value and procedures for the use of Federation disaster response tools such as DREF, minor emergency bulletins (now DREF bulletins), emergency appeals, FACT and RDRT and Disaster Management Information System (DMIS).

#### **Constraints**

- Shortage of FACT and RDRT team leaders. Recruitment difficulties have led to the suspension of the Sudan returnees operation after the departure of the FACT team in mid December.
- The limited surge capacity of delegations and sub-regional offices has required the department to step in to support delegations in the region to provide a level of assistance beyond normal expectations.

## **Governance support**

Regular contacts, periodic meetings and regional conferences on specific issues have been used to nourish relations with and provide appropriate support to the members in the region of the Federation's governance board and statutory commissions. Similar support has also been extended to several national society Presidents, and to the PACT chairperson.

Extensive preparatory meetings for the Federation's General Assembly in Seoul in November 2005 were also held for the board and commission members as well as for all members (normally Presidents and Secretaries General) in the region of the Federation's general assembly in order to familiarize them with the procedures and the agenda of the general assembly.

Following the Seoul General Assembly and the election of the new board the region saw an increased governance presence from East Africa as the Vice President for Africa is from Ethiopia, the chair of the health committee is from Kenya, the chair of the finance committee is from the Seychelles and two board members from the Somali Crescent Society and from the Sudanese Red Crescent Society. The newly elected members requested increased support from the regional delegation as to consult the region and prepare better prior to board meetings. Provision of such membership services has proven to be very successful ensuring a higher degree of participation and awareness of pertinent governance issues.

**Goal: To support members of the constitutional forum to contribute effectively to the governance of the Federation and the Movement as a whole.**

**Objective: To improve the communication with members of the board and Commissions specifically on issues concerning the region.**

## **Achievements**

### **Regular contacts with board and commission members**

- Reports from proceedings of the annual General Assembly of the RC-Net, the governance and management meetings were shared with board and commission members. The head of the East Africa sub-regional office provided technical advice to the Vice President and acting President of the Rwanda Red Cross related to the recruitment process of a Secretary General for the national society. The head of the East Africa sub-regional office also represented the Federation Secretariat in the recruitment process of a new Secretary General in Uganda Red Cross Society.
- The head of the regional delegation and the head of the Indian Ocean islands sub-regional office worked intensively together with the head of the Africa department and a special representative to achieve an agreement with the government of Madagascar to reinstate the national society structures according to Movement international statutes.
- Continuous support to and cooperation with the PACT chair in relation to monitoring and evaluation of the Algiers plan of action. Facilitation and assistance towards development of "One Year After" publication to account for activities undertaken by the national societies of the East Africa region.
- Board and commission members invited to regional partnership meetings and informed of the outcomes of RC-Net meetings. Regional partnership meetings are bi-annual and will be due in 2007. Increased cross boarder participation in NSs partnerships meeting has been encouraged and facilitated. Increased interlinking between RC-Net activities and governance and the outcomes of the two RC-Net committee meetings as well as the two tsunami meetings to which the RC-Net committee was invited since the beginning of the year, have been discussed with the board members.
- The annual RC-Net meeting with the participation of all 14 NS governance and leadership had focus on the Seville agreement and supplementary measures as well as the serious situation in the Sudan was discussed extensively. The outcome of the meeting was incorporated in the Movement working group in relation to the Seville agreement.

### **Facilitation of preparatory meetings**

- There have been two information meetings on the Federation's General Assembly in Seoul organized in conjunction with the two last RC-Net meetings.

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- A preparatory meeting on the third emblem, attended by the Eritrean head of Geneva mission, was held from 12 to 13 September 2005. This led to the joint ICRC/Federation mission to promote the diplomatic conference, the third emblem and clarify the status of the Eritrean government's recognition of the Red Cross Society of Eritrea which was held from 1 to 2 November 2005.
- A leadership development event was organized for the five East Africa sub-region national societies in November, whose programme included a dialogue and orientation programme with respect to preparations for the Seoul General Assembly and statutory meetings.
- The regional delegation hosted, on behalf of the Horn of Africa sub-region, governance and management meetings to prepare for the General Assembly and the council of delegates. The main issues from the meetings included the nomination of candidates to the finance commission and the governing board of the Federation. During the assembly, representatives from the Ethiopian Red Cross Society and the Seychelles Red Cross Society were elected to the finance commission, and the Sudanese Red Crescent Society was elected to the Federation governing board.
- A special meeting in relation to the situation in Sudan in preparation for the Seoul General Assembly was also prepared by the regional delegation's Movement coordination.

### **Support to board and commission members**

- The regional delegation provided background information to the board member from the Caribbean during the meeting of the Small Islands Developing States (SIDS) in Mauritius convened to discuss plans for establishing a tsunami early warning system in the Indian Ocean.

### **Impact**

- Good and open relations with the members of the Federation governance have facilitated mutual understanding.

### **Delegation management**

The various measures implemented to strengthen the regional delegation's support services department, have clearly resulted in a more effective and better managed financial unit and a more professional human resource unit. Restructuring of the facilities, administration, local logistics, and visitors' service units including revision of all job descriptions, appraisals and matching people skills to positions have all proven to produce tangible progress towards a more efficient administration with integrated risk minimizing measures.

Throughout the year, the region performed closes budget monitoring resulting in 0-deficit except for the Sudan, which will be recovered in 2006.

The regional delegation's IT unit has been strengthened with one IT and telecom delegate being recruited on a one year contract to review all the Red Cross/Red Crescent IT systems in the Eastern Africa region, including those of the regional delegation.

Several initiatives have been taken in order to strengthen the human resources function, among them the revision of the existing human resource regulations and the regional delegation's salary system. Although the financial resources available for these activities are limited, the salary system has been reviewed together with several others humanitarian actors, among them the ICRC regional delegation in Nairobi and the Kenya Red Cross Society, in an effort to harmonize these salary systems.

The regional delegation continues to provide facilities and administrative support to the Nairobi-based units of the American, German, Netherlands and Norwegian Red Cross societies. During the year upgraded integration agreements were produced so as to secure legality in relation to our status agreement with the government of Kenya. However, the integration agreements are yet to be signed awaiting the headquarters completion of discussion and subsequent signing. The French, Spanish and Danish Red Cross housed by the Kenya Red Cross Society would as well need to be included in the agreement/s should the partners want to benefit from the services under the Federation Secretariat status agreement with the government in Kenya.

**Goal: The regional delegation's structure and processes are improved to support the implementation of the foregoing objectives.**

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**Objective: To maintain an efficient and service-oriented infrastructure to facilitate the staff of the Federation to work effectively, to maintain an effective structure of communications with sub-regional offices and the national societies in the region, to recruit and employ highly skilled national and international staff, to create staff-on-loan positions in the region and to render services to partner national societies wanting to have a presence in the region.**

### **Achievements**

#### **Financial unit**

- The performance of the finance unit steadily improved in the second half of 2005 despite the fact that the regional tsunami appeal considerably increased funds under management.
- The local procurement unit was merged into the finance structure to improve internal controls and allow efficient exchange of information and interaction between finance and procurement. Long overdue reconciliations and write-offs of balance sheet items were cleared and the timeliness of financial reporting steadily improved during the year.

#### **Administrative unit**

Security was considerably enhanced at the regional delegation. All staff were issued with employee cards to be carried for identification. Thorough screening of vehicles and registration of all visitors enhanced security of all employees and legitimate visitors. Remote push buttons (panic buttons) were installed in delegates' residences, particularly for female delegates living alone, and all delegates were strongly encouraged to subscribe to a security 911 mobile telephone service. Qualified staffs were recruited to fill key positions within the administration unit including travel services and reception.

#### **IT and telecom systems**

The regional delegation internet connection was upgraded from 128kb/s to 256kb/s enabling more efficient communication and access to web based programmes.

An additional server was installed to host the active directory service. Overall network security was improved with firewall and no access to servers by external users, in addition to the enhancement of desktop and laptop personal user security. All email accounts of the regional delegation were successfully migrated from 'ccmail' to 'lotus notes' enabling access to the email accounts while travelling.

#### **Human resources unit**

A new human resource manager was recruited to the regional delegation. The salary survey initiated during the first half of 2005 was completed. Based on the recommendations in the survey, the regional delegation job classifications for local staff were aligned to ensure job grading based on the level of responsibility and that employment terms and conditions are in line both within the Red Cross Movement as well as in relation to other comparable organizations.

The staff rules and regulations for locally employed staff were reviewed and updated. All eligible employees were offered an opportunity to change their employment contracts from open ended to limited period thereby also gaining access to the payment of gratuity that is otherwise only paid at the end of the employment. (Federation recruitment procedures for field delegations stipulate limited time period employment contracts only.)

A training policy was developed and came into effect in January 2006, through which employees are encouraged to further advance their education and knowledge. According to the policy the regional delegation financially supports training fees up to CHF 2,000 per employee per year.

#### **Partner national societies and regional units**

The Red Cross Movement integration agreement developed for the tsunami operation in Indonesia was adapted and tailor made by the legal unit in Geneva to the conditions as set out in the status agreement between the government of Kenya and the Federation. The support services unit continues to provide services to the American, French,

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Netherlands, Norwegian and German partner national societies present in Kenya while the negotiations around the integration agreement are slowly progressing towards signing.

Services mainly in relation to travel are also provided to the national societies in the region as well as the sub-regional and country delegations.

### **Impact**

- The various measures implemented in order to improve the quality of the regional delegation's support services, have so far resulted in clearer rules and regulations as well as in improved management systems for the various units within the support services department.

### **Constraints**

- The financial resources available to improve and consolidate the support services were dramatically reduced when the regional delegation's core budget for 2005 was reduced by almost one third. The delay of completion of the integration agreements provides a legal risk for the partners and for the regional delegation in relation to the government of Kenya and it must be a priority in 2007.

*[Final financial report below;](#)  
[click here to return to title page and contact information.](#)*

**International Federation of Red Cross and Red Crescent Societies**
**EAST AFRICA REGIONAL PROGRAMMES**

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA007
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**I. Consolidated Response to Appeal**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget	916'059	491'286	305'510	352'152	342'565	2'407'572
B. Opening Balance	193'058	63'888	21'609	100'967	113'965	493'486
<b>Income</b>						
Cash contributions						
Austrian Red Cross	1'600					1'600
British Red Cross	132'745	216'379		58'634	92'070	499'828
Djibouti Red Crescent Society					1'000	1'000
Ethiopian Red Cross Society					1'000	1'000
Finnish Red Cross					42'358	42'358
French Government	86'533					86'533
Irish Red Cross Society				1'209		1'209
Japanese Red Cross Society	112'532					112'532
Mauritius Red Cross Society					1'000	1'000
Netherlands Red Cross	10'905					10'905
Norwegian Red Cross	125'175			86'175	4'836	216'186
Other	0					0
Rwandan Red Cross					1'000	1'000
Swedish Red Cross	150'753	67'001	78'197	100'986	84'343	481'279
C1. Cash contributions	620'241	283'381	78'197	247'004	227'606	1'456'430
Outstanding pledges (Revalued)						
Danish Red Cross	1'600					1'600
Norwegian Red Cross	2'624					2'624
C2. Outstanding pledges (Revalued)	4'224					4'224
Reallocations (within appeal or from/to another appeal)						
Swedish Red Cross				8'235		8'235
C3. Reallocations (within appeal)				8'235		8'235
Inkind Personnel						
British Red Cross		74'400			18'187	92'587
Finnish Red Cross					59'107	59'107
Irish Red Cross Society				18'600		18'600
Norwegian Red Cross					74'400	74'400
Swedish Red Cross			43'400		9'093	52'493
C5. Inkind Personnel		74'400	43'400	18'600	160'787	297'187
Other Income						
Miscellaneous Income		13'030			52'450	65'480
Service Agreements					51'620	51'620
C6. Other Income		13'030			104'070	117'099
C. Total Income = SUM(C1..C6)	624'465	370'810	121'597	273'839	492'463	1'883'175
D. Total Funding = B + C	817'523	434'698	143'206	374'806	606'429	2'376'661

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	193'058	63'888	21'609	100'967	113'965	493'486
C. Income	624'465	370'810	121'597	273'839	492'463	1'883'175
E. Expenditure	-484'111	-351'001	-133'439	-165'046	-493'465	-1'627'063
F. Closing Balance = (B + C + E)	333'412	83'697	9'767	209'759	112'964	749'599

Selected Parameters	
Year/Period	2005/1-2005/998
Appeal	M05AA007
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**III. Budget Analysis / Breakdown of Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
	A					B	A - B	
<b>BUDGET (C)</b>		916'059	491'286	305'510	352'152	342'565	2'407'572	
<b>Supplies</b>								
Teaching Materials		-1'000					-1'000	1'000
Total Supplies		-1'000					-1'000	1'000
<b>Land, vehicles &amp; equipment</b>								
Computers & Telecom	14'684	3'378	1'268			64	4'711	9'973
Others Machinery & Equipment		576	415	221	174	-2'171	-783	783
Total Land, vehicles & equipme	14'684	3'955	1'684	221	174	-2'106	3'928	10'756
<b>Transport &amp; Storage</b>								
Storage	15'645	491			18	1'845	2'353	13'292
Distribution & Monitoring		475				178	653	-653
Transport & Vehicle Costs	88'265	23'307	5'122	9'007	19'167	-1'356	55'246	33'019
Total Transport & Storage	103'910	24'272	5'122	9'007	19'184	667	58'252	45'658
<b>Personnel Expenditures</b>								
Delegates Payroll	399'600				207	558	765	398'835
Delegate Benefits	360'000	63'425	97'227	68'086	36'500	198'779	464'018	-104'018
Regionally Deployed Staff			42				42	-42
National Staff	522'022	158'955	80'840	17'902	33'014	44'380	335'091	186'931
National Society Staff		1'079	528	243			1'850	-1'850
Consultants	31'000	20'864	431	353	344	-6'062	15'930	15'070
Total Personnel Expenditures	1'312'622	244'323	179'067	86'584	70'066	237'655	817'695	494'927
<b>Workshops &amp; Training</b>								
Workshops & Training	274'082	66'384	42'477	6'980	46'125	118'385	280'351	-6'269
Total Workshops & Training	274'082	66'384	42'477	6'980	46'125	118'385	280'351	-6'269
<b>General Expenditure</b>								
Travel	183'585	32'338	42'766	5'848	1'922	17'102	99'976	83'609
Information & Public Relation	63'100	5'775	149	280	89	48	6'341	56'759
Office Costs	113'897	7'274	2'777	666	362	179'589	190'668	-76'771
Communications	127'100	10'984	12'702	1'012	2'876	51'427	79'001	48'099
Professional Fees	44'100	615	548	739		32'319	34'221	9'879
Financial Charges	4'000	94			58	-10'986	-10'834	14'834
Other General Expenses	10'000	57'630	41'208	13'612	13'541	-162'334	-36'342	46'342
Total General Expenditure	545'782	114'710	100'150	22'157	18'848	107'166	363'030	182'752
<b>Program Support</b>								
Program Support	156'492	31'467	22'501	8'490	10'649	31'396	104'504	51'989
Total Program Support	156'492	31'467	22'501	8'490	10'649	31'396	104'504	51'989
<b>Operational Provisions</b>								
Operational Provisions						302	302	-302
Total Operational Provisions						302	302	-302
<b>TOTAL EXPENDITURE (D)</b>	2'407'572	484'111	351'001	133'439	165'046	493'465	1'627'063	780'509
<b>VARIANCE (C - D)</b>		431'948	140'285	172'070	187'105	-150'900	780'509	