

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

EAST AFRICA (Appeal 01.10/2001)

Click on programme title or figures to go to the text or budget

1. Regional Disaster Preparedness	1,586,856
2. Regional Health and Care	823,353
3. Humanitarian Values	318,314
4. Regional Institutional and Resource Development	680,462
5. Regional Cooperation	155,987
6. Regional Coordination and Management	1,254,231
Total	4,819,204



Introduction

Regional Context

The Regional Delegation in Nairobi (RDN) - which includes the Regional Logistics Centre - covers 15 countries in East Africa, the Horn of Africa, the Great Lakes region and the Indian Ocean Islands. The majority are amongst the world's poorest states: the highest national average *per capita* income being US\$280 and the lowest US\$100. Together they are home to more than 235 million people. The region also home to some of the worlds most pressing and long standing socio-economic problems.

The socio-cultural diversities and collapsing economies in the Region have acted as a catalyst for tension and conflict between different ethnic groups and tribes. Seven out of Africa's twelve armed conflicts are in the region and have created a refugee and internally displaced population of over 8 million people.

Many of the worlds worst killer diseases are prevalent in the region. New diseases threaten, old ones strengthen, epidemics are spreading and changing environments are helping them. The new diseases such as Ebola, Marburgs, Lassa, and Rift valley fever together with Bubonic plague are highly contagious and deadly. The old ones (cholera, tuberculosis, malaria, measles and meningitis) develop new strains and find fertile ground in mass population movements and in overcrowded cities with inadequate water and sanitation.

The HIV/AIDS pandemic threatens the whole region and has already taken hold in a number of countries. Global figures indicate that 70% of all new infections annually occur in Africa, and in Kenya alone this scourge is expected to leave 500,000 children orphaned over the next few years. Regionally, the situation is critical, with literally a whole generation at risk in some countries.

The cyclical droughts and floods, crop failures and demographic pressure on agricultural land are exacerbating an already tense situation with regard to food security. As the majority of people in the Region are subsistence farmers the problems of food insecurity and rural exodus can only grow as the population does. In the first six months of 1999 alerts for increased rates of malnutrition have been sounded in Burundi, Eritrea, Ethiopia, Kenya and Somalia. It is anticipated that this will be an ever present situation over the next few years.

The growth in urbanization is generating a new set of challenges for the region. In already overcrowded cities the displaced and poor are flocking in to place an even greater strain on over stretched facilities. There is also a need to address the increased potential of urban disasters such as the flooding in Khartoum and the bomb blast in Nairobi.

Few Governments have the means to cope with these challenges. Political insecurity and weak economies have led to high unemployment and deteriorating or non existent health and social services. Major changes in the international political-economic order have also contributed. These factors, combined with the drastic reduction in international aid being directed towards the region, has resulted in the under age 5 infant mortality rate ranging from 120 per thousand to 211 per thousand and a life expectancy of between 36 and 58.

In terms of specific vulnerability profile the table below highlights the relative positions of the countries that make up the region on the UNDP Human Development Index (HDI) for 1999. The index is a tool to measure the average achievements in basic human development. Because the HDI covers life expectancy, educational attainment and standard of living it is a more comprehensive measure than per capita income. The index covers 174 countries and it is significant that 10 of the 14 countries in the region listed fall in the low human development category, that is the bottom 15% of the table.

Human Development Index indicators for the Region (UNDP Human Development Report 1999)

Country	HDI Rank (Out of 174 countries)	Life Expectancy at Birth (years) 1997	Adult Literacy Rate (%) 1997	Pop. without access to safe water (%) 1997	Pop. without access to health services (%) 1992	Pop. without access to sanitation (%) 1997
Burundi	170	42.4	44.6	48	20	49
Comoros	139	58.8	55.4	47	18	77
DR Congo	141	50.8	77	58	74	82
Djibouti	157	50.4	48.3	10	63	45
Eritrea	167	50.8	25	78	NIA	87
Ethiopia	172	43.3	35.4	75	45	81
Kenya	136	52	79.3	47	23	23
Madagascar	147	57.5	47	74	35	60
Mauritius	59	71.4	83	2	1	0
Rwanda	164	40.5	63	NIA	NIA	NIA
Seychelles	66	71	84	NIA	1	NIA
Sudan	142	55	53.3	27	30	49
Tanzania	156	47.9	71.6	34	7	14
Uganda	158	39.6	64	54	29	43

Note. there is no data available for Somalia in the UNDP tables. NIA: No information available

National Societies Context

The 15 national societies in the region vary greatly in their grass roots strength and national coverage, level of self-sustainability for their programmes, degree of professionalism of management and their level of development. This is due, in part, to how long the national society has been functioning, the degree of long term support from PNSs, the nature of the programmes initiated over the years and the political and economic stability of the respective countries.

The priorities for the national societies have evolved from the resolutions made by all the African national societies through the Kampala Declaration of 1996, and more recently they have been re-affirmed through the Country Assistance Strategy process. Specifically, they fall under the four broad categories of disaster response for both natural and manmade disaster preparedness, health education and services (especially ARCHI identified regional priorities such as health promotion and prevention of diarrhoeal diseases, HIV/AIDS, malaria, and vaccine preventable illnesses, malnutrition, acute respiratory infections, and reproductive health), institutional and resource development (especially reorganisation of governance/management), and building branch capacity.

A further priority for all the National Societies is to increase co-operation among themselves through the recently established "Regional Task Force" which seeks to make better use of technical expertise available within the societies themselves, identify strategies to address common problems, and learn from one another's experiences. The Societies have indicated a continued desire for technical assistance from the Regional Delegation in Nairobi (RDN). It is acknowledged that they do not have the necessary skill base to fully implement a number of proposed programmes and, as the Country Delegations can rarely fill all of the gaps, Regional Delegation Nairobi is called upon.

In the Horn of Africa, Eritrea, Ethiopia, Somalia and Sudan are all involved in protracted conflicts whether internal, external or both. In addition they suffer from regular or on-going disasters which involve commitment to relief operations. While Ethiopia and Sudan have benefited from external financial aid to support themselves through these interventions and subsequent development projects, Eritrea and Somalia have had to rely on very limited funding through the Secretariat and PNSs. The problem has been exacerbated for these latter national societies as there is no opportunity to initiate income generating projects nor local fund raising through a lack of governmental recognition and the local security problems respectively. Each national society requires a major institutional development component. **Sudan and Ethiopia** are looking to grass roots development and a programme of decentralization as priority areas; Eritrea to national recognition, governance and branch development and **Somalia**, which has to cope with severe fragmentation of its National Society, will build on the results of the recent evaluation and self-assessment exercises. Due to the regularity of disasters, both natural and man-made Disaster Preparedness and frequent intervention are also priority areas for the future.

In the Great Lakes area, (Burundi, the DRC and Rwanda), the national societies continue to struggle with internal conflicts rendering large areas of the country inaccessible while looking to re-establish branches and grass-roots networks. The key areas for all three national societies is to build or rebuild the structures of governance, management, branches and increased volunteerism. Funding too is a priority in trying to induce donors, including more PNSs, to consider supporting the proposed programmes. From the experiences gained over the past few turbulent years disaster preparedness is a major issue to be tackled. This leads on to a further area of concern which is the need, in future, to ensure stronger linkages between programmes and capacity building efforts.

The East Africa national societies are currently going through a transition period. Although well established, the Kenya and Tanzania Societies are weak and require extensive support to develop operational management structures across the spectrum of programme areas and the decentralization including sustainable branch development. The skill levels are abundant in each country but both national societies need to develop a suitable environment in order to harness this asset and self-sustainable projects that will support longer term planning and reduce their current dependence on outside donors. Although Uganda has similar programme priorities, the emphasis is slightly different as the national society has gone through a major re-structuring programme over the past two years. It has left the organization more professional, manageable and cost-effective having returned to grass-root programmes. The priority areas are to further strengthen governance and management through HR development, membership recruitment, decentralization and branch development. As the presence of the Country Delegation is reduced further

emphasis will be placed on disaster preparedness to ensure that the national society is in a position to cope with emergency situations.

The Indian Ocean Island sub-group includes Djibouti for language and state of development reasons. There is an economic disparity as Mauritius and the Seychelles score highly on the UNDP Human Development Index - at positions 59 and 66 respectively which puts them comfortably in the middle range group of countries. Both countries have slipped in the table over the past few years indicating a decline in the living standards of the populace. The two national societies prioritize the need to establish their presence and develop a greater standing within the community. Support for institutional development is seen as important as is disaster preparedness to help thwart the threat posed by natural disasters. For the Comoros and Madagascar the priorities are similar in the need to strengthen management and the local structures. A strong emphasis is placed on community health workers to bolster weak medical services already in place. Further programmes are planned to push humanitarian values and through them a greater awareness by the population of the Movement with an anticipated increase in volunteerism. For Djibouti the priority is the restructuring of the national society and the establishment of a dynamic management team that can develop and promote the organization.

A major problem faced by the Indian Ocean Island sub-group is the lack of interest by donors to support the proposed programmes. The various National Societies are currently dependent on the French Red Cross as a bi-lateral partner and the ICRC for support. Previous Federation appeals have brought little, or no, funding for the programmes excepting cases of emergency intervention in Madagascar and Comoros, for example, following cholera outbreaks.

The Region is disaster prone, whether through man-made or naturally caused emergencies, and the Federation has invested huge resources in supporting the majority of the National Societies in relief operations at one time or another. The legacy left behind, however, has been poor as little was done to build stronger links between relief operations and ID/RD activities.

Priorities for Federation assistance

The overall aim of Federation assistance is to work through National Societies to improve the lives of people who are at risk from situations that threaten their ability to live with the minimum of socio-economic security and human dignity. In other words those people in the region who suffer or are likely to suffer through the effects of violence, urbanization, environmental degradation, disease and natural disasters. To this end the RDN will support and encourage national societies to build themselves into well functioning institutions with the necessary minimum capacities to implement the Federation's Strategic work plan while respecting the Kampala Declarations of 1996. While taking into account the various strengths and weaknesses of the NS within the region, the RDN will aim to prioritize assistance in the following areas:

- *Endeavour to re awaken the interest of all potential donors and governments and media to the huge and pressing needs of the region and to advocate the advantages of channeling assistance through the Federation/NS within the region.*
- *The RDN will further its efforts to support NS to develop the organizational and technical capacity to identify and respond to the needs of the most vulnerable.*
- *The RDN will evaluate its own ability to provide a service to the region and will endeavour to improve its own working methods to improve the delivery of that service.*
- *The RDN will provide an efficient and comprehensive response service to emergency situations in the region and integrate the skill areas of its delegates into the Disaster Preparedness programme whilst maintaining a technical support service on a day-to-day basis.*

Priority programmes for Federation regional assistance:

- **Disaster preparedness and response:** The goal of the regional DP/Response programme is to build up national society capacities in order to predict and prevent disasters, to mitigate their impact as well as to respond and cope with their consequences effectively. During 2001-2002, the regional DP/response programme will engage with selected national society based on, (a) disaster risk profile; (b) national society commitment and interest; (c) national society capacity, in order to meet the humanitarian demands and challenges of food security; floods/cyclone; DP policy/plans; and conflict/population movement.
- The **promotion of humanitarian values** serves a critical purpose in the regional strategy and approach. The RDN's Information Department remains the main vehicle for this programme area, and will

continue and expand its activities to promote increased awareness of humanitarian values. Emphasis will be placed on assisting National Societies in developing their own information and communication systems while supporting them at a Regional level for access to wider media outlets. Further dissemination of the Movement's principles will continue through the production of the *Focus* newsletter and the design of regionally influenced posters, leaflets and training materials with a regional context. The development of the regional Network will also include a dissemination component. In targeting individuals and organizations outside of the Movement the opportunity to advocate humanitarian values will be taken. The regional programmes will expand the content of dissemination in workshops, courses and projects.

- **Health and Care:** The goal of the Regional Health Programme is to support national societies in the region in their efforts to strengthen their capacities to deliver health services, within the scope of the Federation's core activities (disaster response, disaster preparedness, health and care in the community, promotion of humanitarian values), in order to improve the health of vulnerable people through mobilizing the power of humanity. Within the health and care sector the regional water and sanitation programme is a key component, designed to improve the water supply and sanitation of vulnerable people.
- **Institutional and resource development:** To assist national societies in the region to develop as institutions in order to become focused and responsive, well-functioning, and to work together effectively.
- **Regional cooperation:** To develop effective and successful partnerships among national societies, and with ICRC and other players.
- **Regional coordination and management:** To develop effective services and links to national societies as the regional serving leader and as an extension of the Secretariat strategy and policies by providing innovative ways of advising, facilitating, co-ordinating, representing and advocating for Red Cross and Red Crescent issues in the region and to the national societies.

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1. Regional disaster preparedness

Background and progress to date

The Eastern Africa region is one of the most vulnerable and disaster-prone in Africa. It suffers from both natural and human-made disasters - conflict, population movement, food insecurity, epidemics, political instability, poverty and economic recession. Few governments and national societies in the region have disaster management frameworks, which specify roles, responsibilities and focus internal and external efforts to respond to and reduce risks.

In the past, there was somehow an artificial barrier between disaster preparedness and response, which were implemented virtually as two separate programmes. This led to inconsistency both in response and capacity building terms. The philosophy behind the current programme is to fully integrate both programmes and to maintain the delicate balance between software and hardware components. The emergency response plans of the other regional programmes, especially health and water and sanitation, are integral parts of this approach.

The disaster preparedness (DP) programme in Eastern Africa began in 1993. The initial role of the delegate was to advise National Societies and set up relief operations in Uganda and Kenya. When the European Community funded the programme from 1995 to 1997, the focus was to standardize operational procedures in the seven Anglophone national societies (Uganda, Sudan, Kenya, Tanzania, Somalia, Ethiopia and Eritrea) and introduce a DP programme in every national society. A regional Standardization Working Group, consisting of the seven national societies was established for this purpose. It operated at regional level.

This European Community funded programme was evaluated in late 1997, and the major findings were (a) it increased the awareness of the importance of DP in the region; (b) triggered the human resources exchange programme; (c) promoted the exchange of DP related experience through the Standardization Working Group; (d) produced three guidelines. However, the evaluation concluded that the programme has failed to have impact at country level and to sustain trained staff from national societies. The Regional Delegation Nairobi has been unable to implement most of the evaluation recommendations on the new regional DP direction and emphasis. The programme lost momentum and enthusiasm during 1998-99 due to (a) lack of timely funds; (b) some of the report's recommendations were not well received by some national societies, eg restructuring of the Standardization Working Group.

During 2000, a ten year DP and response strategy framework was prepared with the purpose of reshaping the Federation regional programme in line with the recommendations of the 1997 evaluation, in order to give a new direction and focus. This framework needs further development. The purpose is to build up appropriate capacities in order to address four main challenges in the region (a) food security including droughts; (b) political disturbances and population movement; (c) cyclones and seasonal floods; (d) DP policy/plan development.

A number of strategic approaches will be adapted to implement the regional programme:

- Prioritization and focus, both geographically and sectoral. In terms of geography, the appeal will focus on a few selected national societies, in order to achieve a greater impact. In terms of programme components, the focus will be on existing national society programmes, competencies and expertise (eg First Aid, primary health care, public awareness campaigns, camp management);
- Integration of relevant programmes, especially at regional level. The strategy aims to coordinate and direct different Federation regional programmes (institutional/resource development, health, information, water & sanitation) to high risk areas/communities in order to achieve the DP/response goal, and build a well prepared national society/Federation. The DP components of the various regional programmes, especially water & sanitation, health and logistics, are integral parts of the regional DP/response appeal;

- Networking with external players. In addition to governmental authorities, this programme will be implemented in close cooperation with various regionally and nationally based institutions/agencies. For example, it will work closely with ICRC, UNHCR and CARE on contingency planning. On food security close links will be established with FAO, WFP, OXFAM, ACTIONAID etc.
- Building inter-country and inter-regional working groups. The strategy will build up the collective national society competencies, skills, experience and knowledge through establishment of five working groups in the region: food security; seasonal floods/cyclones; contingency planning; Regional Response Team; and DP policy and planning. The teams will be multidisciplinary, and in addition to DP/relief officers will include health, institutional development and resource development, logistics officers as appropriate. The size of each group will be between 3 to 5 officers. A meeting will be organized to set up each group. They will be briefed about the plan of action; provided with tools, guidelines, principles; and given training in specific skills. Communication with the group members will be done through the post, fax, telephone, regional delegates visits etc. in order to update them. A clear letter of commitment will be obtained from national society management in order to release their selected officers when they are needed. The five groups will work under the leadership, guidance and direction of the Regional RC-Net, which consists of four secretary generals from the region and meets regularly in Nairobi. The experience, knowledge and expertise of the similar working groups in West Africa will be tapped and utilized;
- Establishment of a regional Response Team, consisting of selected national society officers. The Team will be trained in needs assessment; SPHERE minimum standards; relief planning; exit strategies; linking relief and development; the Code of Conduct; emergency management (e.g. camp situations); building capacity through relief operations etc. During relief operations, members of the team will be deployed as necessary;
- Less training: more joint planning of relief operations and transfer of skills, knowledge and expertise using the various working groups. On-the-job learning/training with other agencies (WFP, CARE, OXFAM) will be explored, especially at country level. national society DP/Relief officers will be linked to training programmes of other agencies (government, UN agencies, other NGOs);
- Intra-regional cooperation building: regular annual meetings to cement cross border cooperation & planning will take place, with the participation of all 14 national societies, in order to prepare a plan of action for the next year; to review and update the regional DP/response strategy; and to choose priority national societies. All regional technical delegates will take part in these meetings;
- Ensuring ready access to supplies, through the establishment of a Regional Emergency Fund, for immediate response by national societies to meet emergency needs during small/medium disasters. Among many humanitarian objectives, this will give meaningful justification for “software” capacity building and will minimize frustration on the side of national societies volunteers and staff. Framework agreements will be concluded with key suppliers, both at regional and strategic country level, to provide selected items within short notice. This will be achieved by close liaison with the Regional Logistics Unit.

Goal(s) The goal of the regional DP/Response programme is to build up national society capacities in order to predict and prevent disasters, to mitigate their impact as well as to respond and cope with their consequences effectively. During 2001-2002, the regional DP/response programme will engage with selected national society based on, (a) disaster risk profile; (b) national society commitment and interest; (c) national society capacity, in order to meet the humanitarian demands and challenges of food security; floods/cyclone; DP policy/plans; and conflict/population movement.

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

Activities to achieve this objective are:

- Following discussion of food security in the fifth Pan Africa Conference in Ouagadougou, pilot testing of the Eastern Africa food security framework (which gives Federation/national society a menu of various options for addressing food security issues) with selected four national societies (2 per year);
- Linkup national societies and the Regional Delegation Nairobi with national and regional food security institutions and programmes (eg IGAD, WFP, CARE, USAID-FEWS, national EWS): for joint programming; operational partnerships; information sharing; joint training;
- Buildup of a regional food security network (3 to 5 persons), trained in various food security competencies (EWS, assessment, planning). The members will be the major link between regional,

national headquarters and local branches (knowledge transfer, planning, implementation, monitoring). They will also serve as a resource pool, available to other national societies/delegations in the region;

- The Regional Response Team will be deployed and utilized during food security crises.

Objective 2 To improve readiness for political disturbances/population movement scenarios. Activities to achieve this objective are:

Preparation of four contingency plans at country level (2 per year), using the Federation global guidelines, and in close cooperation with the ICRC and UNHCR. A regional contingency plan for the Great Lakes region will be prepared and kept at Nairobi;

Establishment of a regional network from selected national societies in the region (3 to 5 persons): training them in contingency planning for conflict/population movements, and using them through exchange;

The regional Emergency Response team will be deployed during response operations.

Objective 3 To improve preparedness for seasonal floods/cyclones, especially in urban centres. Activities to achieve this objective are:

- Review of two field/cyclone operations per year to document weaknesses and strengths, using the Federation global guidelines for review of seasonal disasters;
- Preparation of two contingency plans per year in readiness for seasonal floods/cyclones (eg seasonal public awareness campaigns, training of Red Cross and Red Crescent teams, emergency stocks);
- Working closely with the UNDP Emergency Response Division on urbanization and urban floods in Eastern Africa;
- Establishment of a working group on seasonal disasters (3 to 5 officers).

Objective 4 To conduct Vulnerability and Capacity Analyses in order to better inform DP policy and planning. Activities to achieve this objective are:

- Two Vulnerability and Capacity Analysis exercises per year, using the inter-regional Vulnerability and Capacity Analysis Working Group (Eastern and Southern Africa), which was established and trained in 1999;
- Lobbying relevant governmental authorities and UNDP, in order to establish a national disaster management framework, and to assign clear roles and responsibilities for their national societies within these frameworks;
- Establishment of a working group on DP policy and planning (3 to 5 officers);
- Support for two national societies per year to establish their own DP policy and plans, linked to the national disaster management frameworks.

Expected results

Objective 1:

- Improved Federation/national societies food security programming, by putting the regional food security framework into practice;
- Increased level of national society's expertise and confidence on food security issues (policy, planning and intervention);
- Transfer of knowledge, experience and skills across national societies, and between regional, national and local branch levels, through the food security working group (decreasing dependency on international support);
- Strong operational partnership established with food security institutions at regional, national and local levels.

Objective 2:

- Two contingency plans at country level, and one at regional are prepared per year;
- A working group is established and used regionally;
- The operational relationship with ICRC and UNHCR is strengthened.

Objective 3:

- Two cyclone/flood operations are reviewed per year;
- Two seasonal preparedness plans are put in place;

- The relationship with UNDP-Emergency Response Division on urbanization and urban disasters is developed at country level.

Objective 4:

- Two Vulnerability and Capacity Analysis exercises are conducted, using resource people from the inter-regional working group;
- Two national societies establish a DP policy and plan, per year, and are linked to the national DM framework;
- A working group is established and used across countries through exchange.

Indicators

Objective 1:

- A number of national societies utilize the Eastern Africa food security framework to improve their food security programming;
- The regional food security working group is effective in actively engaging in food security issues (transfer of knowledge, building partnership, supporting each other);
- A number of national societies pilot test the framework.

Objective 2:

- A number of plans are prepared;
- The regional working group and the regional response team is useful and effective;
- The relationship with ICRC and UNHCR is improved (joint planning, programming, partnership).

Objective 3:

- A number of flood operations are reviewed;
- A number of contingency plans are prepared;
- The level of cooperation and partnership with UNDP-Emergency Response Division rises;
- The existence and usefulness of the working group and the regional response team are confirmed

Objective 4:

- A number of VCAs are conducted;
- A number of DP policy/plans are prepared;
- The regional working group on DP policy and plans is useful and effective;
- The level of cooperation with the governmental authorities in charge of disaster management, and with UNDP increases.

Monitoring and evaluation

Monitoring:

- Regular delegates' field missions and reports (mission, monthly and quarterly reports);
- Progress reports and feedback from the various working groups about their activities, progress, constraints, lessons;
- Missions and reports of other regional delegates, especially health, institutional development and resource development and logistics;
- Reports from national societies and country delegations.

Evaluation:

- Annual regional DP/response planning and review meeting;
- External evaluation of the programme by the end of 2001.

Critical assumptions

- Adequate, stable and timely funding: apart from European Community funding (1995 till 1997), DP/response in Eastern Africa has never received consistent and sufficient funding. The implications for such a high risk region, has been that both DP and response are need driven and ad hoc.
- Full commitment, interest and active engagement from national societies in the region.

- Stable national society staffing: one of the big lessons of 1995 - 97 programme was that most of the trained national societies' DP/relief staff left for other jobs.
- Major disasters which might distract resources and efforts (of both national societies and Federation) from preparedness and capacity building to emergency response.
- Full cooperation and support from other regional programmes: DP/Response is a goal, which can only be achieved through pulling together various resources and activities of the different regional programmes. Close support is especially needed from the regional institutional development and resource development; health and logistics unit.
- Good cooperation from other DP/response key players (governments, UN agencies, other NGOs).
- 2 regional DP/Response delegates, as of beginning of 2001 (one with French competency) and a full time administrative assistant.
- Good cooperation with the relevant departments involved in disaster management and response at the Secretariat.

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2. Regional Health and Care

Background and progress to date

The Regional Health Programme helps 14 national societies in Eastern Africa to:

- focus their health programmes on actual needs,
- strengthen their fundraising capacities and opportunities within health sector.
- strengthen their health departments, structures and personnel.
- improve their capacities to respond to the needs of the most vulnerable in the field of health during and in between emergencies.

Integrated in the Federation's Regional Assistance Strategy of the Regional Delegation in Nairobi, the Regional Health Programme contributes with other regional programmes/strategies to build:

- well functioning national societies carrying out their humanitarian mission in the field of health, by enabling communities to reduce vulnerability to disease and to care for their people;
- well functioning national societies prepared for and responding to public health crises;
- strong regional cooperation among national societies in the field of health.

The African Red Cross and Red Crescent Health Initiative 2010 process (ARCHI 2010) is the main Red Cross and Red Crescent (RC/RC) planning instrument for the ten next years in Africa for health activities - mainly prevention, promotion and education - targeting the following priorities: sexually transmitted diseases, HIV/AIDS, diarrhoeal diseases, malaria, acute respiratory infections, immunization, pregnancy related problems, malnutrition, poverty. ARCHI relies on identifying and prioritizing health activities based on 5 criteria: RC/RC specificity, significant impact on a public health problem, low material/financial investment, moderate training requirements, monitoring needs within branch capacity.

Ongoing RC/RC programmes such as reproductive health, primary health care, community-based first aid, commercial first aid, HIV/AIDS, blood service, social welfare, water and sanitation, emergency relief activities are integrated into or linked with the ARCHI 2010 process.

Africa is ill-prepared to cope with the effects of disasters. This situation is compounded by a poor economic state, high indebtedness, corruption, illiteracy and the high prevalence of some of the world's worst diseases (AIDS, malaria and cholera) which seriously affect the lives of Africans, particularly the most vulnerable. The effect is perhaps most strikingly reflected in the high mortality rates in the under five year group, who often die from such preventable and treatable conditions as acute respiratory infections, diarrhoeal diseases, pregnancy related conditions, measles and malaria. The maternal mortality ratio is high in most African countries; life expectancy is well below the world's average and is steadily decreasing as a result of the AIDS pandemic, which has put a whole generation at risk.

Few governments have the sufficient means to cope with these challenges, especially in providing adequate and accessible health services to the most vulnerable. As a result, external assistance, including assistance from Red Cross and Red Crescent Societies, is necessary to fill gaps. All assistance must fit into the Ministry of Health's overall plans, maximizing the combined health efforts of various partners.

In the past, national societies have concentrated their capacities mainly on response activities ranging from first aid to full scale emergency relief interventions in response to disasters, including epidemics and population movements. Since far fewer efforts have gone into more structural basic health activities, the impact on general public health problems has not met expectations. The impact of RC/RC programmes has been limited due to lack of focus by these programmes, lack of support to sustain networks of community volunteers in all branches and insufficient partnerships with other actors in the field. The National Societies show an emerging capacity to manage health programmes, with specific skills for first aid and emergency relief response, thanks to the strength of wide networks of trained volunteers.

Since 1999, ARCHI 2010 has assisted national societies to identify their health niche in their respective countries for better focus, planning and implementation of health programmes at the branch level with a full mobilization of volunteers. In 2000, the Regional Health Programme supported the process:

by networking with other partners such as the WHO, UNICEF, AMREF, USAID, and the Consortium of Kenyan NGOs for HIV/AIDS,
by disseminating the ARCHI strategy (workshops, circular letters, meetings, presentations),
by advising the national societies on focusing their existing health programmes,
by implementing ARCHI 2010 on a pilot basis in Sudan.

ARCHI 2010 tool kits, including the community-based first aid training manual, are being developed to provide volunteers with material and guidelines for implementation of priority health interventions. The Regional Health Programme, as a focal point for ARCHI 2010, kept the national societies informed of the ongoing process and coordinated their input to the process.

The Regional Health Programme provides national societies and Federation country delegations with technical support in programme planning and development, assessments, reviews and evaluations.

Goal (s)

The goal of the Regional Health Programme is to support National Societies in the region in their efforts to strengthen their capacities to deliver health services, within the scope of the Federation's core activities (disaster response, disaster preparedness, health and care in the community, promotion of humanitarian values), in order to improve the health of vulnerable people through mobilizing the power of humanity.

Objective 1 To promote the ARCHI 2010 programme as the regional focal point, in order to support national societies in the process of implementing the key health interventions according to the targeted priorities identified in the field of primary health care, epidemic prevention and preparedness and social welfare.

Activities to achieve this objective are:

- Application, implementation of health policy, review, strategy and profile development on a regional level according to the Secretariat's Health department guidelines.
- Ongoing support to disseminate ARCHI 2010 process within national societies in national workshops for branches and to other relevant actors, especially Ministries of Health.
- Development of branch volunteers management and coaches systems for monitoring and supporting networks of volunteers, in collaboration with the Regional Institutional Development Programme and the RC NET's branch development regional working group, in order to develop capacities at the branch level to support and sustain networks of volunteers at the community level.
- Following up the implementation of ARCHI 2010 as a pilot experience in Sudan, and disseminating the lessons learnt to other national societies in the region.
- Facilitation of one regional training in 2001 on health programme management for health coordinators on training of coaches.
- Promotion on utilization of the tool kits proposed for each key intervention in the ARCHI 2010 process.
- Follow up on health education activities implemented by networks of community volunteers and coaches.
- Support in developing/disseminating the revised Community Based First Aid manual.
- Support to national societies to deliver Information-Education-Communication material to communities at risk and to perform sensitization campaigns on prevention and mitigation of main hazards, mainly by training.
- Promotion of the Participatory Hygiene And Sanitation Transformation (PHAST) concept as a tool for community-based approach to fight diarrhoeal diseases.

Objective 2 To provide technical support in health to national societies programmes, in collaboration with other regional programmes, such as water and sanitation, relief, disaster preparedness, institutional and resource development, and applying the Sphere Project minimum standards.

Activities to achieve this objective are:

- On site provision of technical support to current primary health care programmes in refugee/IDP operations (Burundi, Tanzania, Uganda, Sudan, Eritrea).
- Monitoring missions to cholera outbreak operations (Madagascar, Comoros, Djibouti) and other epidemic outbreaks, e.g. meningitis (Sudan).
- One joint regional workshop on field assessment surveys, according to the Sphere Project minimum standards in the five core areas of disaster response with other regional programmes.
- Provision of guidance in project and programme proposal design, planning and development, applying a gender perspective.
- Provision of technical support and advice on the appropriate provision of commodities, equipment and medical supplies for emergency preparedness and response, and ongoing health programmes.
- Participation in relief/health assessments and emergency response planning, as necessary, in a timely manner.
- Contribution to the development of contingency plans in collaboration with the Secretariat's Disaster Response and Health departments, Emergency Response Units, regional and country sector delegates, national societies and relevant partners.
- Support to the regional hygiene promoter in the hygiene promotion programme (PHAST).
- Briefing and debriefing of sector delegates in the region.
- Coordinating and advising on health matters to bilateral funded RC/RC programmes.
- Monitoring, technical reporting and evaluations of ongoing health programmes.
- Support in medical evacuation when needed and follow up of delegates' health care.

Objective 3 To assist national societies in building local and regional partnerships in the field of health.

Activities to achieve this objective are:

- Follow up of the fundraising requirements of health programmes in the region and contacts with donors.
- Development of partnerships, counterpart relationships and health expert exchanges at the local level and within the region through participation in interagency meetings and joint operations.
- Development of appropriate networks and identification of areas of collaboration with health authorities, donors, ICRC, UN agencies, NGOs, AMREF, churches.
- Liaison and coordination as a routine with ICRC, WHO, UNAIDS and UNICEF at a regional, national level.

Objective 4 To improve regional health cooperation, with a specific focus on HIV/AIDS, by building a regional health network.

Activities to achieve this objective are:

- Data collection on HIV/AIDS, epidemics and health trends in the region; liaison with existing regional health early warning information systems.
- Gathering of essential health literature, monitoring of web sites about health related issues and disseminating health information to national societies.
- Planning meetings, workshops with counterparts in national societies' health departments for building the regional health network.
- Elaboration by 2001 of accepted terms of reference and plan of action of the regional health network, integrated into the RC-NET, especially to follow up the implementation of ARCHI 2010 and the recommendations of the Vth Pan-African conference in regards of health, HIV/AIDS and food security.

Expected results

The expected results of objective 1 are:

- By 2001, most national societies will have developed their short-, mid- and long-term health plans, applying ARCHI 2010 strategy and the Vth Pan-African recommendations.
- By 2001, one regional workshop will have trained national societies ARCHI 2010 coaches on the management of cost effective health programmes; these coaches will train other resources at branch level.
- By 2002, most national societies will have better operating and well functioning branches, with motivated volunteers, supported by their health departments, profiled for adequate emergency response

addressing public health problems, targeting especially vulnerable groups and using ARCHI 2010 tool kits, the revised Community Based First Aid manual and the PHAST approach.

- By 2002, RC/RC community-based health activities will have at least a 25% representation, participation and consultation of women.
- By 2002, most Ministries of Health will have recognized national societies as credible national health partners and will collaborate with them.
- By 2003, all national societies will be using ARCHI's planning tool focused on prevention, promotion and health education until 2010.

The expected results of objective 2 are:

- The Sphere Project minimum standards will have been disseminated through one regional workshop and will be applied in emergencies by national societies.
- PHAST approach used by national societies at community level.
- National societies will have well designed project and programme proposals.
- National societies will apply gender perspective in programme planning and implementation.
- The Federation and national societies will have developed contingency plans for the influx of refugees, epidemics and natural and man-made disasters.
- The bilateral RC/RC programmes will be well integrated in the regional strategy and coordinated by the Regional Delegation, following the Federation health policies and standards.
- The Regional Health Programme will coordinate health programmes and cooperation, and advise on health strategies, in collaboration with the Secretariat by 2001.

The expected results of objective 3 are:

- Better profiled, national societies will be linked with strategic partners in terms of cooperation and funding to sustain their health programmes.
- National societies will actively participate on a regular basis in relevant local and regional health meetings, both during emergency response and in collaboration with other sector partners on public health issues, (e.g.: national immunization days, HIV/AIDS coordination meetings).
- Important updated health information and early warning systems bulletins will be shared by partners with national societies.
- National societies will be recognized as credible health partners by national and international cooperation bodies and donors.
- National societies will be included in interagency emergency assessment teams.
- National societies will receive news letters, reports and documentation from local sector partners.

The expected results of objective 4 are:

- National societies will have established a regional cooperation health network with clear terms of reference and a plan of action for HIV/AIDS, epidemics and food security by 2001.
- Information, data and literature as well as sources of information will have become easy of access for national societies.
- The national societies regional health network will utilize regional health resource persons in emergencies, programme planning, evaluations, exchange of experiences in health programmes and training.

Indicators

The indicators for objective 1:

- Number and % of national societies with functioning health departments, with health coordinators.
- Number and % of national societies with developed health plans, following the ARCHI 2010 process, with HIV/AIDS as a priority & applying Sphere Project minimum standards.
- Number of national societies health programmes focusing on ARCHI priorities.
- Number of national societies running HIV/AIDS programmes.
- Number of other programmes integrating HIV/AIDS issues.
- Effectiveness of the national societies in terms of having documents with set goals, objectives, indicators.
- Numbers of women active and consulted for health activities.
- Number of workshops held at branch level.

- Number and % of branches implementing ARCHI 2010 in each national societies.
- Number and % of branches with trained and active functioning networks.
- Communities express their ownership of the projects and interest in them.

Indicators for objective 2:

- Average time of response from the Regional Delegation to specific technical support requirements in health.
- Number of field missions, correspondences, contacts with individual national societies.
- Number of joint missions, assessments, evaluations, reviews, workshops, meetings and training done with other regional programmes.
- Number of briefed/debriefed delegates giving support to the sector.
- Number of PHAST groups and total number of their participants.
- Number of family latrines improved after the PHAST process in a given community.
- Level of coordination of bilateral programmes.
- Existing contingency plans for the region.

Indicators for objective 3:

- Number of contacts with partners and meetings attended by national societies at regional and local level on health issues.
- Number of contracts, memoranda of understanding signed by national societies with other partners.
- Percentage of funding raised locally by national societies for their health programmes.
- Number of funding agencies with proposals submitted by national societies.

Indicators for objective 4:

- Number of national societies represented and active in the regional health network.
- Number and frequency of exchange of material and lessons learnt within the regional health network.
- Number of newsletters distributed in and outside the network.
- Meeting minutes and records from the regional health network.
- Number of organizations whom the regional health network has linked with.

Monitoring and evaluation arrangements:

Monitoring:

The monitoring of the Regional Health Programme will be done through regular contacts, on site visits of the delegate and of members of the regional health network to the countries; regional and sub-regional meetings; exchanges between health officers in the region; assessments, reviews, evaluations, financial and narrative reporting and internal/external audits. The above indicators will be verified with national societies by the Regional Delegation, the Country Delegations and the Secretariat's Health Department.

Evaluation:

Evaluations will be held on a regular basis and whenever necessary, based on accepted terms of reference, by all relevant partners who may add value to the evaluation of the programme (national societies, regional delegates, Secretariat representatives, participating national societies, technical agencies, other donors, consultants, etc.).

Critical assumptions

- Security and political stability is needed to ensure access to the most vulnerable and have the public authorities take their responsibilities.
- In case major disasters occur they should not cause a diversion of resources and change of priorities from long term development efforts.
- Commitment and support of all stake holders for the ARCHI strategy.
- Decision-makers at national societies level will delegate enough responsibilities to the health department and to branches.
- Sufficient and motivated volunteers.
- Sufficient decentralization in the national societies from headquarters to branches.
- Sufficient funding.

2 (a) Regional Water and Sanitation

Background and progress to date

“Lack of access to safe and affordable water supply and sanitation is a clear determinant of poverty. It results in millions of children dying annually from diarrhoea and water-related diseases. For women and children, collecting water is wearisome and time consuming and often results in children not being able to attend school. Better access to safe water and sanitation not only leads to improvements in health, but also saves time and energy and enhances livelihood opportunities.” (Clare Short, Secretary of State for International Development, UK Government)

The role of government rural water agencies in the region has undergone a dramatic shift in the last decade from service provider to regulator and facilitator of improved access to safe and affordable water supply and sanitation. Rural and peri-urban communities are now responsible for improving their access to safe water and affordable water supply and sanitation but these communities require partners to build upon their capacities to enable them to do this. The International Federation enables communities to improve their access to safe and affordable water supply and sanitation by building capacity and bridging the gap. The mission to improve access to safe and affordable water supply and sanitation is an essential component of the International Federation mission: to improve the lives of vulnerable people by mobilizing the power of humanity.

Implemented within the overall Federation Health and Care programme, the National Societies of Uganda, Tanzania and Sudan are providing water, sanitation and hygiene promotion services to refugee and displaced populations. The number of beneficiaries is over 215,000. Partners include donor national societies, CARE International, DfID, UNHCR and ECHO. The National Societies of Ethiopia, Uganda, Rwanda, Burundi, Tanzania, and Eritrea are implementing development water, sanitation and hygiene promotion projects. The number of beneficiaries is over 60,000. The strategy of these projects is in line or is converging with the regional water and sanitation strategy as outlined in a separate document (available upon request). Partners are UNICEF and donor national societies.

Progress has been made over the last two years, especially in Tanzania, Uganda, Sudan and Burundi. Projects are increasingly in line with best practices in the sector. National society water and sanitation staff are increasingly professional project managers through experience and training (in country training, on the job training and training in Nairobi); project assessment, proposals, implementation, monitoring and reporting have improved. Despite this, improvements still need to be made; in national societies understanding and use of best practices in the sector; in their recruitment and retention of appropriate staff; in their project assessment, proposals, monitoring and reporting; and in implementing projects to plan, in time and within budget. Other areas requiring improvement which fall in the Nairobi Regional Delegation programme are resource mobilization, programme management, financial management, logistics and synergy between health, disaster preparedness and water and sanitation.

The most successful projects have been achieved when national society projects have followed the regional strategy, and utilized regional expertise.

The regional water and sanitation office has provided a technical support service to national societies for 3 years. This technical support service has been instrumental in the improvement of national society water and sanitation projects outlined above. What is required to continue this improvement is that the national society projects be part of a coherent regional programme monitored and managed from the regional office in Nairobi. This will lead to increased resource mobilization and projects that follow sector best practices, achieve their objectives and demonstrate this through effective reporting. This follows from the successful implementation of such a Federation water and sanitation programme in the Southern Africa region.

The programme will include standard project proposals and reporting (including financial). Resource mobilization will be centralized at the regional level while allowing for country level fund raising. Project will be guided by a Memorandum of Understanding between Federation and the national society. A planning meeting to compile the programme will be held for national society water and sanitation coordinators before August each year.

This has resource implications at the Nairobi level. For the most part of 2000 the Nairobi water and sanitation office consisted of one delegate. This level of staffing meant that the delegate was involved mainly in project support rather than longer term programme planning and resource mobilization. A hygiene promotion / community management specialist / administrator was recruited in the third quarter 2000. This staff member was recruited due to the demand from national societies in the region for assistance with the “software” aspects of water and sanitation projects which the delegate did not have the time to fulfill. The additional staff required in 2001 is a engineering delegate recruited from the region. This engineer will have the responsibility for project technical support. This will allow the office to better support national societies in the water and sanitation sector.

Goal To improve the water supply and sanitation of vulnerable people.

Objective 1 Priority national societies in the region (Tanzania, Uganda, Sudan, Ethiopia, Eritrea, Burundi, Kenya, Rwanda, Madagascar, Somalia and the Democratic Republic of Congo), chosen on the basis of national society capacity, presence of vulnerable populations and the capacity of the Federation to support, will have water, sanitation and hygiene promotion staff and will be implementing projects in line with the regional water, sanitation and hygiene promotion strategy by 2002.

Activities to achieve this objective are:

- To promote of the regional strategy to all national societies of the region and in particular to the eleven priority national societies identified.
- To increase the effectiveness of national society water, sanitation and hygiene promotion projects by 2002 by developing projects that are the result of a community based and participatory approach.
- To training of national society staff in project management, hygiene promotion and emergency response/drilling.
- To ensure that the priority national societies have a stated response capability, and respond to emergencies requiring a water and sanitation and hygiene promotion response by 2002.
- To organize a training of trainers in Red Cross Action Team water and sanitation skills.

Objective 2 The Federation effectively responds to requests for assistance and technical support from national societies for both relief and development programmes in the field of water, sanitation and hygiene promotion.

Activities to achieve this objective are:

- To maintain and improve the emergency response equipment in Nairobi.
- To establish and disseminate knowledge of efficient equipment suppliers/contractors and effective products.
- To establishing a standard Federation equipment list in conjunction with the Secretariat in Geneva.
- To establish a checklist of requisition and procurement procedures and improve the procurement systems in Nairobi.
- To maintaining a stock of engineering equipment and reference books in Nairobi.
- To produce an objective based standard training course for the mass water and sanitation Emergency Response Unit (ERU) by 2001.
- To conduct up to 20 missions per year to national societies in the region.

Objective 3 Regional water and sanitation office and national society water and sanitation staff advocate for greater mobilization of resources to improve the most vulnerable access to improved water and sanitation in the region.

Activities to achieve this objective are:

- To maintain and extend contacts with donors in the region.
- To provide donors with a quarterly regional water and sanitation newsletter.
- Technical assistance (as in objective 4.9) from Nairobi and through 20 missions per year.

Objective 4 The production of a regional water and sanitation programme based on the regional water and sanitation strategy by 2001.

Activities to achieve this objective are:

- Regional planning meeting;
- The production of regional water and sanitation programme.

Expected results

Results related to objective 1:

- Eleven of the national societies in the region will have water, sanitation and hygiene promotion staff and will be implementing projects in line with the regional water, sanitation and hygiene promotion strategy and improving the lives of over 200,000 vulnerable people.
- The increased effectiveness of national society water, sanitation and hygiene promotion projects.
- The eleven national societies have a stated response capability, and respond to, emergencies requiring a water and sanitation and hygiene promotion response.

Results related to objective 2:

- An effective technical support service to Federation/ national society water, sanitation and hygiene promotion projects throughout project period by the regional delegate and the well trained technical staff recruited in 2000 and 2001.
- Effective response to emergencies throughout project period.
- An efficient procurement service for water and sanitation materials in the region.
- Essential engineering instruments and reference books are available to national societies from Nairobi throughout project period.
- An objective based standard training course for the mass water and sanitation ERU which improves the ERU training.

Results related to objective 3:

- Regional water and sanitation coordinator and national society water and sanitation staff advocate for and achieve greater mobilization of resources to improve the most vulnerable access to improved water and sanitation in the region throughout project period.

Results related to objective 4:

- The production and funding of a regional water and sanitation programme based on the regional water and sanitation strategy.

Indicators

Indicators for objective 1:

- Number of national societies in the region having water, sanitation and hygiene promotion staff and implementing projects in line with regional strategy.
- National society projects achieve 80% of objectives as defined by the project proposal; national society projects achieve rating of 80% or above on checklist of factors leading to effective projects as outlined in objective 4.2; number of national society staff trained in hygiene promotion in country; number of national society trained in Nairobi.
- Number of national societies with stated response capability; number of national societies responding to emergencies requiring water and sanitation response; number of training of trainers in Red Cross Action team water and sanitation skills; number of national society trained in Nairobi.

Indicators for objective 2:

- Number national societies adopting regional strategy; number of national society staff attending water and sanitation training; number of assessments made; number of project proposals written; number of project monitoring missions made; number of delegates briefed/ debriefed; number of staff recruited using regional expertise.
- 100% responses to national society request for assistance in emergencies.
- 80% of requisitions ordered within one month of receiving requisition; 90% of items/services received are satisfactory.

- Each national society has list of items that can be requested from Nairobi regional office; items requested by national societies are received one month after request.
- Objective based training course produced; number of times training course utilized.

Indicators for objective 3:

- Number of meetings with donors; amount of resources mobilized for regional water and sanitation programme; number of newsletters produced and distributed:

Indicators for objective 4:

- Regional water and sanitation programme produced; number of national society water and sanitation coordinators attending Regional Planning meeting; number of standardized project proposals and reports received from national societies.

Monitoring and evaluation arrangements

The monitoring and evaluation of the accomplishment of the above objectives will happen through:

- Project monitoring reports produced by national society staff and/or the regional water and sanitation coordinator.
- A yearly questionnaire on regional water and sanitation services to national societies.
- A yearly report on procurement services both at national society and Federation level.
- Reports on the regional trainings.
- An external evaluation of the regional water and sanitation programme scheduled for the end of 2002.

Critical assumptions

- National societies have the will to implement water and sanitation projects.
- National societies adopt the regional water and sanitation strategy.
- Resource mobilization is effective.
- National societies recruit appropriately experienced, skilled and motivated water and sanitation staff.
- National societies have the will to produce a stated emergency response capacity.
- National societies have the will to respond to emergencies requiring a water and sanitation response.
- The regional water and sanitation office has appropriate staffing and funding.
- Water and Sanitation ERU are available.
- The Nairobi Regional Delegation Procurement is appropriately staffed.

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3. Humanitarian Values

• Regional Information Programme

Background and progress to date

The Regional Information programme, initiated in the early 1990s, now comprises the only regional information delegate on the African continent. Working with one information officer, the delegate may be called upon to assist in a disaster outside the region (as was the intention during the floods in Mozambique). Most of the 14 countries are among the world's poorest states with a population of more than 235 million people. In the recent past, this volatile region has experienced an economic downturn, a collapse in social services and an increase in the number of disasters, especially epidemics, floods, conflicts and famine which have outstripped local capacities, making external intervention indispensable.

In general, disasters in Africa do not attract as much media coverage as those elsewhere in the world; enormous efforts are needed to maintain global attention. To highlight national society/regional delegation activities such as ARCHI 2010, water and sanitation projects, assistance to refugees, and health clinics, the information delegate made 12 trips to nine different countries in the region from September 1999 to September 2000. These visits had various objectives: ECHO visibility in Burundi, accompanying journalists and high-ranking representatives from national societies to Tanzania, assessing cyclone damage in Madagascar, preparing for national society re-launch in Djibouti, assisting Ethiopia RC to respond to media interest during the drought by giving interviews, supplying video footage, organising a joint Movement press conference, guiding Kenya RC to design and produce posters, leaflets, and radio talk shows for promoting the RC activities after the bomb blast, etc. Whatever the specific purpose, each visit resulted in articles for Federation publications and the website, as well as support for national society information capacity building and contributions towards funding for relief operations.

Attention is drawn to Red Cross activities and humanitarian values by using technical expertise to produce quality publications such as the quarterly *Focus* magazine, alongside promotional materials such as media releases and news updates. The information department also maintains and strengthens good contacts with journalists, not only to ensure positive coverage of RC operations and concerns, but also to establish the Movement as a reliable source of information, regularly consulted by journalists planning visits to any of the 14 countries. Facilitating trips for journalists is another valuable aspect of information work. As in other areas of humanitarian work, the element of competition between agencies for prominence and funding should not be underestimated. Without an information unit, opportunities for highlighting activities as well as developing the national societies themselves would be lost. The information department brings added value to national societies in the region by complementing support from the Secretariat's Media Service, Publications unit and national societies' information departments by its:

- proximity to breaking news stories;
- location in regional information hub (all major media agencies have offices in Nairobi);
- understanding of local sensitivities/customs and national societies in the region;
- knowledge of local authorities and press;
- access to travel around the region;
- using local suppliers to ensure quality production of promotional materials for national societies: posters, videos, etc.

Goal To establish a consistently high and positive profile of the activities of the Red Cross/Red Crescent Movement in Eastern Africa in order to attract greater credibility, co-operation and support among key target audiences - donors, beneficiaries and the general public.

Objectives and Activities planned

Objective 1 To develop and strengthen the information/public relations capacity of national societies in the region through technical support and skill-building. To raise the individual and collective profile of national societies.

Activities to achieve this objective are:

- Build on the existing RC-Net (the network of national societies in Eastern Africa), by convening a five-day workshop for six information officers from national societies in each main region. During this workshop, a communications strategy will be developed to be adapted to individual national societies. The ICRC will be associated to integrate dissemination aspects in order to ensure coherence.
- In reference to the Federation Communication Policy, develop a generic training module that can be used for information/communications training at regional and national levels.
- Provide strategic level advice to senior management on integrating internal and external communications into each national society in the region.
- Provide strategic level advice to national societies with communications planning and technical aspects of audio visual and print media production.
- Facilitate short term secondments of individual national societies information staff to the regional information department in Nairobi in order to provide larger exposure to media and on-the-job training.
- Support Somali Red Cross website and radio project.
- Extend the information service through an Information Reference Centre (library in the Regional Delegation) accessible to all national societies and Delegations in the region, and also provide a list of documents available on the Eastern Africa Web page.

Objective 2 To develop closer collaboration on strategic communications issues and specific activities with information counterparts in the region and in Geneva.

Activities to achieve this objective are:

- In collaboration with national societies and ICRC information counterparts in the Nairobi region and Geneva, develop a framework for a common marketing and communications strategy for the Red Cross Movement in the region and the Federation in particular.
- Develop the concept of an on-line information documentation service on the Website for improved information access and information exchange between national societies in the region and design an implementation plan.
- Contribute to the development of regional information tools, including the *Focus* magazine, the Eastern Africa regional website and the Information System knowledge sharing programme.
- Set up an Information Resource Centre and a Resource Pool to include a database of information people (both inside RC and outside consultants) to contribute to induction and training of RC members and volunteers.

Objective 3 To develop and expand links with local and international media to secure sustained and high profile media coverage for the activities of the Federation and national societies in the region, particularly in times of emergencies.

Activities to achieve this objective are :

- In co-operation with communications departments of national societies and the Secretariat in Geneva, set up approximately 8 media trips and facilitate coverage of Red Cross operations and concerns: eg. food distribution, ARCHI 2010, the Emblem, Volunteering, and blood donation.
- Maintain and expand the regular flow of information materials, including press releases, publications, photographs, video footage.
- Respond to media inquiries - averaging three per week (150 per year) - provide media interviews - approximately 40 per year, especially in the event of major emergencies in the region, including the rapid deployment of information personnel/spokespeople to the field. Provide the media with the Red Cross stand on crucial issues, e.g. the Emblem, mine awareness, HIV-AIDS, etc.

Objective 4 To continue to promote the Movement's Fundamental Principles and humanitarian values among key audiences through the mass media.

Activities to achieve this objective are:

- Maintain regular contributions to Federation publicity outlets such as the web site, Federation News, and produce and distribute four issues per year of the regional magazine, *Focus*.
- Produce and distribute promotional materials both for national societies and the Regional Delegation, e.g. brochures, posters, newsletters.
- Initiate media strategies and activities surrounding regional public relations campaigns - linked to the International Year of the Volunteers, the World Disaster report and the RC Emblem.
- Advocate on behalf of the vulnerable - highlighting problems, especially ongoing and slow onset disasters; stimulate debate/discussions on crucial issues affecting the region e.g. public health problems - set the agenda through press releases and interviews.
- Develop contacts with the ICRC on joint issues through regular meetings, joint discussions, press conferences, briefings, joint publications.
- Assist delegates in promoting their programmes for achieving information sharing, advocacy, publicity of regional delegates' programmes as well as those of country delegations.

Expected results

Results related to objective 1:

- Stronger national societies information departments with national communications strategies in place and well-defined annual communications plans;
- National societies information staff will have benefited from practical training, resulting in: prompt news releases and updates on RC operations from national societies; cost effective distribution of RC publications; better media coverage of RC activities in all 14 countries; continued close working relationship with the media; stronger local support to national societies, resulting in increased number of national societies volunteers and members; strengthened branch network - increased recognition will motivate branches and volunteers and encourage competition to do more for the vulnerable.
- Six information officers will have taken part in a five-day workshop and benefited from practical training which will have a measurable impact on their performance;
- National societies will have at their disposal an information training module that will be integrated into existing training programmes;
- At least six national societies will have in place national communications strategies and well-defined annual communications plans;
- Two national societies information staff will have undergone short-term secondments to the Nairobi regional information department;
- The Somali Red Crescent website and radio project will have received adequate support from the regional information delegate;
- The Information Reference Centre will respond to all demands from the region.

Results related to objective 2:

- Coverage of Nairobi Regional Delegation/national societies activities in Federation publicity outlets (*Focus*, Federation News, web site) will increase by approximately 50 percent;
- A Federation marketing and communication strategy will be in place in the region;
- The concept of an on-line information documentation service on the Website will be approved with an implementation plan;
- All regional information tools will be well developed and integrated;
- Information Resource Centre and Resource Pool will be set up.

Results to achieve objective 3:

- The Nairobi regional information department will have achieved a quantifiably higher degree of media coverage in international and regional media, particularly during emergencies and also regarding public relations campaigns linked to World Red Cross Day, the launch of the World Disaster Report, the Emblem and International Year of Volunteers;
- Regular distributions of information materials will have generated increased understanding and credibility of the Movement among key target audiences including governments and donors.

Results to achieve objective 4:

- Better understanding of RC Fundamental Principles;

- Respect for the RC emblem by targeted audience;
- Increased number of national societies' publications;
- Increased contacts with ICRC;
- Increased support to all delegates to promote their programmes.

Indicators

Indicators related to objective 1:

- At least six national societies with functioning information departments, communication plans and trained officers, two national societies information staff will have undergone short-term secondments;
- Heightened visibility for the national societies within and outside the country, among volunteers and partners;
- An agreed percentage increase in volunteers per national society;
- Stronger branches, to be measured by number of activities organised, number of items appearing on radio, TV, and newspapers;
- The Somali Red Crescent website and radio project is functioning;
- The Information Reference Centre responds to 100% demands from the region.

Indicators related to objective 2:

- Improved, clearer media coverage, leading to better public understanding of the Movement;
- 50% increase of media coverage of Nairobi Regional Delegation/national societies activities;
- A Federation marketing and communication strategy are in place and known by all national societies and country delegations;
- An on-line information documentation service on the website is approved with an implementation plan developed;
- Information Resource Centre and Resource Pool is functioning

Indicators related to objective 3:

- Increased commitment from governments and donors (in-country support rendered to national societies) measurable through increased support and funding;
- Increased coverage in the media of emergencies and public relations campaigns by 20%.

Indicators related to objective 4:

- Increased number of publications of national societies by 20%;
- Increased contacts with ICRC by 30%;
- 100% support to all delegates to promote their programmes.

Monitoring and evaluation arrangements

- Quarterly narrative and financial reports linked to the information development programme will be produced. Reports will also contain monitoring of progress made in information network project, through national societies output, skill-building workshop and regular field visits.
- Feedback will be gathered from national societies on a regular basis through visits by the regional information delegate and through forums such as RC-Net.
- A survey of *Focus* readership will establish its impact on media and funding and better orientate this and other RC publications in future. The study, conducted by an external consultant, will also evaluate the regional information department output (since 1998) to improve effectiveness and service to national societies, and alter strategy where necessary.
- Quantitatively, the extent of increased coverage of RC activities in print and electronic media will be monitored and noted in regular reports and statistics.

Critical assumptions

- Increased funding to ensure the information development programme succeeds in its aims, it should be more integrated into the regional institutional development programme for financial sustainability.
- The capacity of the basic information infrastructure; the sole delegate may be overwhelmed in attempting to serve up to 53 national societies in Africa, not only if emergencies occur, but also in providing support for donor visibility requirements.

- National societies' senior management must appreciate the importance of information's role in enhancing the national society's image, increasing numbers of volunteers and its contribution to fundraising, through the regional information department's efforts to sensitise, train and support capacities of national societies information departments as well as the leaders in governance and management.
- National societies' ability to recruit and retain suitable, well-qualified people as information officers - due to funding, management commitment, and motivation.
- Some national societies' information units lack financial and human resources. If they are not strengthened their ability to support regional activities may be impeded.
- Accessibility of certain areas due to security concerns.
- Adequate media attention due to competition from other disasters elsewhere in the world.
- Contacts and maintenance of a good working relationship with the ICRC, bearing in mind that most national societies do not have information officers and rely on ICRC-funded dissemination officers for publicity and media activities. Contributions to Federation publications are ad hoc, generally reliant upon personal relationships.
- Regular contact with Geneva Media service, to exchange information regarding press activities, supply information materials, and articles.

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4. Regional institutional and resource development

Background and progress to date

The regional institutional development programme serves to link, advise on, and support national societies capacity building. As a hub of technical expertise and the link to the Secretariat technical departments in Geneva and with other regions, the regional institutional development programme seeks to promote knowledge sharing and learning between national societies, and quality standards and accountability amongst national societies, delegations, and bilaterals operating in the region. The programme serves to catalyze support for national societies institutional development which underpins effective programme delivery.

At its height the region has benefited from the expertise of two regional institutional development delegates (francophone and anglophone), although for all of 2000, the Regional Delegation Nairobi relied on only one delegate and spontaneous use of other available expertise from within the delegation and the region. This placed a heavy burden on the delegation to meet institutional development demands. Recognizing the difficulty of meeting all of the demands placed on it, the Regional Delegation Nairobi continues to seek alternative means to provide the required technical expertise, through development of a regional database of consultants, national societies staff and volunteers, or delegates from other delegations, and through regional peer to peer exchanges between national societies.

Most of the national societies in the region require heavy assistance in the area of governance and management, and a refocusing of attention on branch development. In general the Societies suffer from unclear distinctions between governance and management, strong centralist tendencies, and heavy dependency on outside assistance. This is despite many years of external assistance for relief programmes and also for development, especially bilaterally. The need for increased support to institutional development is more important than ever, at least for the coming two years, if the national societies are to function independently and sustain themselves. One optimistic initiative is the launching of the RC-NET, a type of regional steering committee for the development of national societies, which the national societies have adopted as their own. While it is too early to evaluate the progress of RC-NET, the network offers an alternative to the development assistance of the past which was often donor-driven and not always tailored to the national societies needs. There is also a need for national society financial systems development if national societies are to improve their accountability and self-sufficiency. Some support in this area is being provided through country delegation finance delegates but it is envisaged that this support could most effectively come from a regional setting.

As the Geneva Secretariat is undergoing change, so too is the region. As of 2000, three country delegations reported directly to Regional Delegation Nairobi (Kenya, Madagascar, Somalia). Direct support is provided to countries with no delegations (Comoros, Djibouti, Mauritius, Seychelles), and strong indirect support to most countries with delegations (Burundi, Eritrea, Ethiopia, Rwanda, Sudan, Tanzania, Uganda). Where possible and appropriate, exit strategies for the Federation from the latter will be prepared, with a view to providing technical support directly on a regional basis.

With a large number of bilateral liaison offices (American, Norwegian, German, and French Red Cross) as of end 2000 operating in Nairobi and the sub-region (Spanish Red Cross), the institutional development programme provides an integrated approach/team response to capacity building through co-ordination of and collaboration with these partners. The institutional development programme in particular co-operates with the French Red Cross for the Indian Ocean Islands (where support has traditionally been scanty) as a means to maximize resources and minimize overlap. Collaboration with ICRC, especially its Pretoria regional office which covers the Indian Ocean Islands, is also strong in order to make best use of ICRC financial resources and Federation technical expertise within institutional development, but also within disaster

preparedness and health. Fact sheets containing information on what has occurred in the past, current areas of action of each national societies/delegation, and expected areas of support by the Regional Delegation have been developed and are updated quarterly through team management meetings attended by all delegates and bilateral representatives.

Goal To assist national societies in the region to develop as institutions in order to become focused and responsive, well-functioning, and to work together effectively.

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

Activities to achieve this objective are:

- Regional: provide coaching for national societies transition processes and facilitate use of new Governance/Management tools.
- Burundi: facilitate workshops to further strengthen management and governance.
- Comoros: co-ordinate and support the recognition process with ICRC. Follow-up to 2000 governance training provided to new Board.
- Djibouti: assist to train and develop newly elected governing board and staff through workshop and coaching in co-operation with ICRC .
- Eritrea: assist to update the self-assessment workshop using Capacity and Performance Indicators (CAPI) II; assist with the recognition process.
- Kenya: ongoing support to the national society as it seeks a new Secretary General and to its newly elected (June 2000) Governor and Board.
- Madagascar: follow-up to the 2000 General Assembly and election of a new Board (after the government take-over of national society in early 2000); support to recruitment of a new Secretary General.
- Mauritius: facilitate governance and management training for the membership revitalization.
- Rwanda: provide follow-up support to the governance induction workshop in September 2000 and management training, after the change of the Secretary General in late 2000.
- Seychelles: support governance to strengthen focus and activities.
- Somalia: support the facilitation of 3 workshops in management and leadership issues.
- Tanzania: support to the change process.

Objective 2 To foster the development of strong national societies branches as the key to national societies ability to respond to the needs of the most vulnerable.

Activities to achieve this objective are:

- Region: serve as regional focal point for the Swedish initiated Twinning Network, which seeks to put renewed emphasis on branch development via twinning in Ethiopia, Uganda, Kenya, through research on best practices, development of policy to ensure branch development, and encouragement of other national societies involved in twinning to join the network for exchange of experience. Initiate dialogue and stimulate knowledge sharing by those whose processes are more developed for branch development in Burundi, Comoros, Kenya, Somalia, Tanzania.
- Djibouti: provide technical assistance to revitalize branches (and headquarters) including staffing and programming issues through support from the Regional Exchange Programme.
- Eritrea: support the strategic branch development, develop indicators for branch capacity in relief and liaise with ICRC as lead agency.
- Madagascar: provide technical assistance for decentralization.
- Rwanda: assist in strengthening branch capacity (and headquarters) capacity after the 1999/2000 restructuring through management training.
- Sudan: assist in monitoring decentralization and development of branches at state and local levels.
- Uganda: provide technical support to review the change process which involves decentralization to branches.

Objective 3 To strengthen human resource capacities of national societies staff and volunteers, especially during 2001 - The UN International Year of the Volunteer.

Activities to achieve this objective are:

- Regional: for all technical assistance offered from outside the region, attempts will be made to use these interventions to pair appropriate staff/volunteers with the consultants/ advisors as opportunities for training and development of local capacities in order to bridge the skills gap. Encourage national societies to contribute to activities and dialogue for the International Year of Volunteerism, especially where volunteer base is high as in Ethiopia and Sudan.
- Djibouti: facilitate exchanges with Ethiopia, Sudan, Uganda; assist to recruit new members through an information campaign.
- Mauritius: technical assistance for recruitment of new members.
- Tanzania: provide support to volunteer management

Objective 4 To strengthen national societies performance by contributing to the development of medium and longer term national societies plans based on the four core areas of Strategy 2010.

Activities to achieve this objective are:

- Region: review all long term planning in the national societies of the region to ensure coherence with Strategy 2010 and impact of Red Cross work on the most vulnerable; develop indicators to measure progress of application of Strategy 2010, adjust the Federation regional and country delegations response to support the national societies in that direction and ensure impact of this response to the long term and sustainable development of the national societies.
- Burundi: assist with strategic planning for follow-up to 1996-2000 plan.
- Eritrea: assist with strategic planning for the coming longer-term four year plan.

Objective 5 To improve the foundations of national societies through aiding them to review and revise their Statutes and conduct regular statutory meetings to meet ongoing change in their countries and within their societies.

Activities to achieve this objective are:

- Region: support and maintain record of all national societies' situation in updating or reviewing their statutes, and in organizing statutory meetings in line with their constitution and the Red Cross Movement requirements.
- Burundi: support to the organization and conducting of the first General Assembly in 30 years.
- Comoros: support the recognition process.
- Djibouti: coaching for the organization of first General Assembly in several years.
- Eritrea: support the organization of the first General Assembly and the recognition process.

Objective 6 To improve the ability of national societies to manage and generate financial assets.

Activities to achieve this objective are:

- Region: develop a regional strategy for building financial management systems. Pilot in three countries. The experience already gained in some countries in the region (e.g. Ethiopia and Uganda) will be benefited from.
- Eritrea: assist with the implementation of a new financial system.
- Indian Ocean Islands: identify sub-regional resources and facilitate linkages for mobilization of funds and other assets.
- Kenya: co-ordinate the Red Cross Movement assistance to rescue plan of the national society.
- Rwanda: facilitate training in financial management.
- Somalia: facilitate one workshop in financial management to be linked to new initiatives in sustainable health clinic financing.

Objective 7 To contribute to new and enhanced partnerships among national societies leading to effective and successful collaboration.

Activities to achieve this objective are:

- Region: provide direct support to the RC-NET Chairman/members and working groups in governance/management, strategic branch development, domestic resource mobilization, and disaster

management (in collaboration with technical delegates). Contribute to the organization and development of content for the annual partnership meetings.

- Burundi: assist with the development of a Memorandum of Understanding with partners.
- Sudan: provide support to finalize the Memorandum of Understanding between partners.

Expected Results

- By 2002, all national societies have developed programmes with change indicators for management and governance. Six national societies have received training or induction course for good governance and management each year.
- Six national societies have a strategic branch development programme; knowledge and experiences from the twinning system are shared in the region.
- A human resources database is developed and in use; exchanges between four national societies within the regional working group priorities have been supported; the region has been active in advocating for volunteers during the Movement initiative in 2001.
- Two national societies have long term development plans in line with Strategy 2010 and all others are reviewed and progress indicators developed. All delegations have adjusted their support with long term and sustainable perspectives.
- All national societies have updated statutes and have held general assemblies within the past two years; three countries receive specific support; a regional record of all national societies statutory texts and meetings is in place and in use to facilitate their implementation.
- A new financial management system and regional strategy will be developed and piloted in three countries.
- RC-NET meets at least twice in 2001 and working groups are functioning. Partnership meeting held.

Indicators

- The success of the technical assistance offered by Regional Delegation Nairobi will be measured by the client satisfaction with activities undertaken and the frequency with which services are requested.
- A number of national societies launch strategic branch development programmes.
- Database developed and used; quality of regional exchanges evaluated by participants and receiving national societies. Good response to advocacy campaign for volunteers.
- A number of national societies possess long term development plans reflecting Strategy 2010 and a number of national societies' plans reviewed. Positive feedback on adjusted support from Federation Delegations.
- A number of national societies have updated statutes and held general assemblies within past two years. Regional record in place.
- The existence of a financial management systems regional strategy and a number of countries' piloting strategy.
- The RC-NET meets regularly and achieves meeting objectives, working groups progress through their objectives as outlined in their terms of reference, the partnership meeting is held.

Monitoring and evaluation arrangements

The monitoring of progress will be documented in the quarterly reports produced by the institutional development and finance development delegates. In addition an evaluation of the quality of the support provided by the programme will be solicited from national societies/delegations receiving assistance. The head and deputy head of the Regional Delegation Nairobi will keep a regular and open dialogue with all national societies leaders in particular as well through the RC-Net.

Critical assumptions

- Institutional development is ongoing in all learning organizations. National societies will continue to require coaching, guidance, support, and monitoring to keep pace with the Federation as it too evolves.
- National societies have the will to undertake critical assessments of themselves and to make and carry out difficult decisions regarding governance/management, statutes/statutory meetings, and branch development.
- National Societies are able to pay for technical assistance provided by the Regional Delegation Nairobi either through own or donated funds.

- The Regional Delegation Nairobi is able to provide support for the assistance requested by national societies through the availability of sufficient francophone and anglophone delegates, consultants and national societies exchanges.
- The situation in the Great Lakes, in particular, does not overshadow ongoing national societies' institutional development processes through conflict-imposed threats and needs.
- Support to national societies programming will contribute to institutional strengthening rather than incapacitation or dependency.
- National societies in the region will continue to see regional co-operation as a valuable means for development and self-sufficiency and will contribute and/or raise funds to ensure that the mechanism will continue.
- Participating national societies and bilateral programmes will not act independently and jeopardize the co-ordination efforts of the Regional Delegation within the scope of the Strategy 2010.
- The Regional Delegation Nairobi will receive sufficient support to allow the smooth functioning of programmes and assistance to national societies/delegations.

5. Regional co-operation

Background and progress to date

Co-operation in the region takes several forms. As part of the institutional development programme, a regional steering committee of national societies representatives (RC-Net) was formed in 1998, although it only really became active in 1999. While it is too early to evaluate the progress of RC-Net, the network offers an alternative to the development assistance of the past which was often donor-driven and not always tailored to national societies needs.

What used to be termed “The Annual Planning Meeting” has now given way to the “Annual Partnership Meeting” which emphasizes the sharing of information and viewpoints on topics of current and ongoing concern and provides a networking forum for national societies from within and outside the region, as opposed to its previous emphasis on planning for annual appeals.

With a large number of bilateral liaison offices (American, Norwegian, German, French Red Cross) operating in Nairobi and the sub-region (Spanish Red Cross) by the end of 2000, the Regional Delegation Nairobi promotes an integrated approach/team response to capacity building through co-ordination of and collaboration with these partners, and in particular with the French Red Cross for the Indian Ocean Islands (where support has traditionally been scanty) as a means to maximize resources and minimize overlap. Collaboration with ICRC, especially its Pretoria Regional Office which covers the Indian Ocean Islands, is strong in order to make the best use of ICRC financial resources and Federation technical expertise within institutional development, but also within disaster preparedness and health. Co-operation with ICRC’s Regional Office (Nairobi) which covers Kenya, Djibouti, and Tanzania is also close - especially on the first two National Societies - for relief and institutional development matters.

As part of all technical programmes (health, institutional development, water and sanitation, disaster preparedness/relief, etc.), the Regional Delegation Nairobi is in the process of developing a regional database of consultants, national societies staff and volunteers, and delegates from other delegations which will enhance regional co-operation and peer to peer exchanges between national societies.

Goal To develop effective and successful partnerships among national societies, and with ICRC and other players.

Objective 1 To support regional co-operation so that national societies can work together effectively.

Activities to achieve this objective are:

- Continue to support the RC-Net (regional steering committee responsible for liaising with Regional Delegation Nairobi and members of the region on national societies development) with a focus on four areas - Governance/Management, Strategic Branch Development, Domestic Resource Mobilization, & Disaster Management and on issues of general concern (meetings, exchanges, and working groups).

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

Activities to achieve this objective are:

- Organize the Annual Partnership Meetings (for national societies, ICRC) currently attended by national societies governors and managers primarily for networking and information exchange, but to be developed into a strong forum for endorsement of policies and the strategic directions of the Regional Delegation Nairobi and the region.
- Co-ordinate technical support (disaster preparedness, branch development) to the Indian Ocean Islands through French Red Cross and Federation co-operation based on the Memorandum of Understanding signed in 2000.

- Serve as regional focal point for the Swedish Red Cross-initiated Twinning Network which seeks to put renewed emphasis on branch development via twinings in Ethiopia, Uganda, Kenya through research on best practices, development of policy to ensure branch development, and encouragement of other national societies involved in twinning to join the network for exchange of experience.
- Promote the pairing of appropriate national societies staff/volunteers with all technical advisors and consultants brought to region, as opportunities for training and development in order to bridge local skills gap.
- Maintain a strong co-operation with ICRC and the bilateral partners working in Nairobi and the region through monthly meetings with participating national societies representatives and information sharing through electronic mail, to ensure efficient use of resources.
- Assist the Seychelles Red Cross in organizing the first Association of French-speaking African National Societies (ACROFA) meeting ever held in the Indian Ocean Islands in May 2001.

Objective 3 To develop a Regional Information System for Knowledge Sharing (ISKS).

The activity related to this objective is:

- To create the Regional Information System for Knowledge Sharing (ISKS) for East Africa through a comprehensive feasibility study including a long term plan with implementation phases, budget and marketing strategy. This programme will build on the experience gained by the LISTEN project in Southern Africa.

Expected results by 2001

Results related to objective 1:

- The RC-Net steering committee meets at least twice per year to provide input to annual partnership meeting, development of working groups and intra-regional exchanges.

Results related to objective 2:

- The Annual Partnership Meeting begins to develop into a forum for endorsement of policies, and mutually agreed upon strategic directions for the Regional Delegation Nairobi and the region.
- National societies in the sub-region begin to demonstrate improved disaster response capacity through support to French Red Cross and Indian Ocean Islands co-operation.
- Research on best practices and development of twinning/branch development policy is launched through the Swedish Red Cross-initiated Twinning Network.
- Bridging of local skills gaps begins.
- Support to national societies development and relief improves as bilateral partners working in Nairobi and the region and the Regional Delegation Nairobi continue to work closely to share information and resources.

Result related to objective 3:

- The feasibility study of the Regional Information System for Knowledge Sharing (ISKS) is published with an implementation plan, a budget and a marketing strategy which will attract funding from various donors.

Indicators

Indicator for objective 1:

- Indicators for measuring the success of regional co-operation (RC-Net and functional working groups) will be developed as part of the mandate of the RC-Net. National societies will contribute to the RC-Net budget/costs.

Indicators for objective 2:

- The content of the Annual Partnership Meeting reflects increased input by national societies into the future direction of the Federation regional presence.

- The Regional Delegation Nairobi provides technical guidance on disaster response and branch development to the Indian Ocean Islands and French Red Cross co-operation which is incorporated into national societies and sub-regional plans.
- The Swedish Red Cross Twinning Network Meeting is hosted by the Regional Delegation Nairobi in early 2001.
- The number of national societies personnel in region called upon for assistance to national societies within and outside of region increases.
- The Regional Delegation Nairobi and national societies meet and consult regularly; technical and financial support to the Regional Delegation Nairobi to carry out its co-ordinating function is forthcoming.

Indicator for objective 3:

- The feasibility study of the Regional Information System for Knowledge Sharing (ISKS) is fully funded.

Monitoring and evaluation arrangements

- RC-Net will develop its own evaluation arrangements in the course of 2001.
- The Annual Partnership Meetings are evaluated throughout the meeting and at the end of the meeting, the results of which are used to plan subsequent meetings.
- The impact of technical assistance to the Indian Ocean Island disaster preparedness/branch development network will be evaluated within the framework of that project.
- The impact of support to the Swedish Red Cross Twinning Network will be evaluated within the framework of that initiative.
- The measurement of the impact of regional exchange missions will be built in to the terms of reference for each mission and subsequent follow-up activities.
- Satisfaction by national societies with regional collaboration and co-ordination by the Regional Delegation Nairobi to be assessed informally at meetings and through contacts.
- The ACROFA will develop its own evaluation arrangements.

Critical assumptions

- All national societies view the Federation as the architect of co-operation and collaborate willingly and openly.
- National societies will continue to see regional co-operation as a valuable means for development and self-sufficiency and will contribute and/or raise funds to ensure that the RC-Net mechanism and other means of intra-regional co-operation will continue.

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6. Regional Co-ordination and Management

Background and Progress to date

As an integrated part of the Regional Delegation work and in the same respect as all technical programmes, co-ordination and management are essential elements of a well-functioning delegation and must be given better attention from the Secretariat and the donors. A description of the delegation's co-ordination and management functions and activities follows below. Detailed strategies exist for the Regional Logistics Unit (RLU) and the Regional Finance Unit (RFU) and are available from the Delegation.

The Federation's Strategy 2010, adopted at the General Assembly in 1999, is more focused and responsive highlighting 4 core areas, requiring a more coherent and integrated budget system and a more professional staffing plan than the Strategic Work Plan for the 90's.

The Federation Secretariat in Geneva has undertaken a restructuring process in 2000 aiming at being better organized and structured to respond to the requirements for implementing strategy 2010. The consequences of the central realignment will undoubtedly impact the field in 2001 and the Regional Delegation has been through a transition phase in 2000 in view of being ready to integrate the change process at the Regional and local level.

In 1999, the Africa Department undertook the "African Review" to determine the best way to provide future Federation support to Africa. While some of the recommendations of this Review have been integrated in Strategy 2010, the Nairobi Regional Delegation has already tried to implement those which did not require intervention at the central level or changes in policies and structures: de-emphasizing the role of the Africa Regional Delegation; moving towards having "light" country delegations with stronger Regional advisory support (Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Uganda); preparing exit strategies for some country delegations; increasing the co-ordination of all bilateral programmes in the region; preparing African national societies to reform their finance systems; reinforcing the Secretariat neutral role as the "Architect of Co-operation" between national societies; strengthening the exchange and networking between national societies in the region by the revitalization of the RC-NET; streamlining of funding and reporting by connecting participating national societies/donors with African national societies as directly as possible; encouraging national societies long term planning cycle and implementation of minimum standards.

The June 2000 Regional Partnership meeting in Nairobi, attended for the first time by governance and management leaders of the region in addition to several participating national societies and a strong representation from the ICRC, has focused on networking and information exchange. This annual partnership meeting is becoming a strong forum for endorsement of policies and strategic directions of the Regional Delegation and the region and has reinforced the motivation of all participants to take the ownership of strategies and programmes in Africa.

Finally, the Vth PanAfrican Conference held in Burkina Faso in September 2000 has approved the future directions of African national societies for the next 10 years in the Ouagadougou Declaration, especially by endorsing the two main strategies in health (ARCHI) and food security for the continent as well as highlighting HIV-AIDS as the biggest priority in the health strategy and bringing special attention to the Volunteers in the Movement. It has to be noted the special Declaration by all participating national societies to support African national societies efforts.

Based on all these elements, the Regional Delegation in Nairobi has and will pursue the reorganisation of its structure as started in 1999 because of the decline of very large relief operations in East Africa and Great Lakes. Local staff have been reduced by more than 75% and some delegates (reporting, relief, telecom) were not replaced but tasks assumed by local trained staff. This transition has continued in 2000 by integrating the Regional Finance Unit (RFU) in September 2000; by refocusing the Regional Logistics Unit (RLU) to a more developmental-service oriented and competitive-costing function for the benefit of national societies and country delegations; the creation of a Human Resources Unit able to implement the newly decentralized

regionally-deployed staff policy and the development of the new Regional Human Resources database; the creation of a Regional Information Centre able to gather information and documentation on all national societies of the region and on all thematic programmes; and the development of an External Relations service to strengthen the International Federation advocacy role and image within the humanitarian scene in the region.

Goal To develop effective services and links to national societies as the Regional Serving Leader and as an extension of the Secretariat Strategy and policies by providing innovative ways of advising, facilitating, co-ordinating, representing and advocating for Red Cross issues in the region and to the national societies.

Objective 1 Provide cost-effective technical services through the Regional Finance Unit (RFU), the Regional Logistic Unit (RLU), the Regional Finance Delegate (RFD), the Visitors Service, the Reporting Service, the Human Resources Service and general administration to all national societies and bilateral liaison offices in the region.

The activities related to this objective are:

- Install fully the Regional Finance Unit (RFU) operating for 7 country delegations (Burundi, Ethiopia, Rwanda, Sudan, Tanzania, Uganda, and the Nairobi Regional Delegation with Kenya and Somalia integrated) and for two Federation Representative Offices (Eritrea and Madagascar) to process monthly financial accounts formerly processed by Operations Accounting Service in Geneva, review all monthly financial reports and budgets from delegations, advise on budget monitoring tools, provide technical assistance on use and maintenance of Federation Financial Systems (in collaboration with Regional telecom unit) and on financial reporting. Brief/debrief Finance Administration delegates in countries supported by RFU. Provide training to delegates and finance staff to develop higher base skills in financial management and systems.
- A reorganized Regional Logistic Unit (RLU) will provide co-ordination and advice in Logistics matters to all national societies and country delegation, promote the use of RLU services by national societies/country delegation, create Regional Action Teams in collaboration with DP/DR unit, provide Logistics training, contact partners for knowledge sharing in Logistics, contribute to assessments, develop focal point for Regional vehicle base, procurement, telecommunication and transport, develop a logistical network.
- Regional Finance Delegate (RFD) will strengthen the financial management for Kenya, Somalia, Madagascar and the Regional Delegation, provide training to local staff, ensure reliable and timely analysis, reporting.
- Visitors service will put in place an implant to provide quicker and cheaper flight ticketing, continue to improve the welcome service at the airport, obtain visas.
- Reporting Service will be created based on previous years experience, maintain the database and the reference Centre on national societies, initiate appropriate reporting to donors and to the Secretariat, support programme delegates in improving their report writing by underlining results and impact.
- Human Resources Service will be developed to ensure proper planning, recruitment, management, career plan, training, evaluation of local staff and consultants, ensure adequacy of rules and monitor standards for staff including those employed by bilateral, implement the delegation-contracted staff and regionally-deployed staff guidelines, develop specific database to facilitate Human Resources management, support organization of Francophone BTCs in the Indian Ocean Islands.
- General Administration will provide reception and welcome to visitors, co-ordinate facilities, provide administrative support to the HORD and other identified delegates, management of resources within its purview.

Objective 2 Ensure a coherent and integrated approach by all Regional programmes within the Regional implementation of strategy 2010 at the country level.

The activities related to this objective are:

- Conduct regular quarterly team meetings with all Regional Delegation and bilateral delegates.
- Technical delegates will work together for co-ordinating launch of appeals, assessment missions, reports.

Objective 3 Support and facilitate planning, budgeting, reporting, monitoring and evaluating to all national societies programmes and activities.

The activity related to this objective is:

- Development of tools for planning, budgeting, reporting, monitoring and evaluating of national societies programmes and activities, ensure good understanding and use of these tools by delegates after introduction and training, field testing in some national societies and country delegations.

Objective 4 Provide strong co-ordination to implement global, Regional, bilateral programmes especially in the four core areas of strategy 2010 and within African priorities of: Health and HIV/AIDS, Food Security.

The activity related to this objective is:

- Regular meetings to co-ordinate the implementation of global, regional, bilateral programmes especially in the four core areas of strategy 2010 and in the priority themes of Africa: Health and HIV/AIDS, Food Security; liaise with Geneva for knowledge sharing; keep RC-NET well posted.

Objective 5 Assist the Country representatives of Eritrea, Kenya, Somalia and Madagascar to monitor their country strategies; closely support the change process in Djibouti and Comoros; assist Mauritius and Seychelles to review their long term development strategy; support exit strategies in Ethiopia, Sudan, Uganda; support relief programmes and country delegations in Burundi, Rwanda and Tanzania.

The activities related to this objective are:

- Assist, support, encourage and review activities on a regular basis with the Country representatives of Eritrea, Kenya, Somalia and Madagascar to monitor the implementation of country strategies.
- Closely support the change process in Djibouti and Comoros through 2 visits and regular communication. If necessary, participating national societies in the region will position short-term delegates for facilitating the process. Selected sister national societies from the region will share their experience and participate in the process.
- Assist Mauritius and Seychelles to review their long term development strategies through 1 visit and assistance from the Institutional Development delegate if required.
- Support Federation delegation exit strategies in Ethiopia, Sudan, Uganda in 2001 and ensure the necessary financial provisions.
- Support country delegations in Burundi, Rwanda and Tanzania to implement their relief programmes and guide them towards longer-term capacity building strategies.

Objective 6 Represent the Federation in the region and advocate for health, HIV-AIDS, Food Security, Capacity Building, Branch Development and Volunteer development; strengthen relations with ICRC; develop links with the members of Federation Statutory bodies; increase partnership with corporations, governmental (UN and OAU) and non-governmental organizations.

The activities related to this objective are:

- Represent the Federation in the region in all appropriate fora and advocate for priority issues on health, HIV-AIDS, Food Security, Capacity Building, Branch Development and Volunteers towards all partners, distribute relevant documentation and provide information on the Federation and Regional Web sites.
- Strengthen relations with ICRC through regular meetings, discussion on common issues, adoption on common positions on advocacy issues, increase technical co-operation in Logistics, organize jointly some meetings for the national societies and for the diplomatic corps in Nairobi.
- Develop closer links with the members of Federation statutory bodies in the region and brief them on Regional issues before meeting in Geneva, organize their participation in Annual Partnership meeting to provide feedback to national societies leaders and to encourage regular and direct dialogue between African national societies and Governing board.
- Increase partnership with corporations, governmental and non-governmental organizations, create occasions to present the Federation and its programmes in the region, encourage sponsorship and direct contacts with the national societies of the region, develop regular contacts with OAU through the Country Delegation in Ethiopia and associate them in Federation activities and meetings.

Objective 7 Ensure implementation of General Assembly recommendations on Integrity issues, transparency in Red Cross activities, good and effective communication between governance and management.

The activity related to this objective is:

- Provide regular coaching, dialogue with national societies, and monitoring of progress on implementation of General Assembly recommendations on integrity issues, transparency in Red Cross activities, good communication between governance and management.

Objective 8 Mobilize global resources within the region.

The activity related to this objective is:

- Mobilize global resources within the region through one on one contacts with embassies, UN partners, companies, and marketing of Federation supported activities.

Objective 9 Develop Human Resources exchanges, partnerships, recruitment of country-contracted staff, regionally deployed staff, consultants, delegates; implement and use effectively the Human Resources database; co-ordinate and provide adequate training to the Regional/country delegations and national societies staff.

The activities related to this objective are:

- Organize Human Resources exchanges, partnerships, recruitment of country-contracted staff, regionally deployed staff, consultants, delegates, staff-on-loan and trainees by implementing Federation procedures and by developing transparent mechanisms of recruitment and appraisals.
- Implement and use effectively the Regional Human Resource database, ensure its promotion within the national societies/country delegations of the region as a tool to better share experiences and motivate staff and volunteers.
- In tune with the Training Department in Geneva, initiate, harmonize, co-ordinate and provide adequate training to the Regional/country delegations and national societies staff according to the performance appraisals proposals and to the priorities of programmes. Encourage exchange with other organizations for increasing the diversity of training courses offered to Red Cross staff/volunteers and their cost-effectiveness.

Objective 10 Contribute to the decentralization process by linking Geneva to the field and vice-versa.

The activity related to this objective is:

- Contribute to the decentralization process by linking Geneva to the field and vice-versa through e-mail, phone, and fax communications, by providing regular feedback and by proposing innovative ways of implementing the process.

Expected Results:

- Seven country delegations reporting to RFU (Burundi, Ethiopia, Rwanda, Sudan, Tanzania, Uganda, and the Nairobi Regional Delegation with Kenya and Somalia integrated) and two Federation Representative Offices (Eritrea and Madagascar) for all accounting and budgeting activities under the new financial system. Increased level of financial control in the region to better enable decentralization to occur. Improved assistance to delegations due to easier, quicker and cheaper access of RFU staff to delegations through visits if necessary. Reduced costs incurred by Federation Secretariat vs. providing same service from Geneva.
- Fully functioning and self-sustainable RLU to respond to relief assistance, with varied professional logistical services and training, well organized Regional Action teams and network.
- Nairobi Regional Finance and its integrated programmes (Kenya, Somalia, Madagascar) have strong and timely financial management with well trained local staff.
- Increased customers satisfaction with extended and cost-effective Visitors Service.
- Improved timely reporting with better analysis of context, programmes, results and impacts to the Secretariat and to donors.
- Effective and efficient provision of trained staff/delegates inside and outside the region through flexible and professional Human Resources services.

- Effective General Administration which facilitates the work of management contributing to warm working atmosphere and facilitating the reception and welcome of visitors.

Expected results for Objective 2:

- Will facilitate coherent and integrated approach of all Regional programmes in line with the Strategy 2010, special attention will be provided to the implementation at the country level. Delegates will work automatically together to co-ordinate appeals, assessment missions and reports.

Expected results for Objective 3:

- Developed technical tools and mechanisms of co-ordination to assist national societies programmes and activities will be appropriately used.

Expected results for Objective 4:

- Regular quarterly and ad-hoc meetings will be held to address the co-ordination, the monitoring and the evaluation of the implementation of Strategy 2010 and the priority themes of Africa, with the close co-operation of the RC-NET.

Expected results for Objective 5:

- Eritrea, Kenya, Somalia, and Madagascar representatives are supported with technical and general advice, guidance, and information-sharing.
- The change process in Djibouti and Comoros will be in place and development plan will be on the way with the support of sister national societies of the region or participating national societies.
- Mauritius and Seychelles will have revised development strategies.
- Exit strategies for Delegations in Ethiopia, Sudan and Uganda will be in place.
- Burundi, Rwanda and Tanzania will receive adequate support according to their needs.

Expected results for Objective 6:

- The International Federation will be well known and recognized for its added value on all Red Cross key priorities and advocacy issues in all Regional fora with partners, relevant documentation will be distributed regularly and accessible on the Web site.
- Good, regular and effective relationship and collaboration with ICRC achieving concrete joint actions and coherence of the Movement.
- More regular contacts with traditional partners, new contacts developed, agreed partnerships and sponsorships contracts with funding, increased level of local fund-raising, stronger relationship with OAU well co-ordinated with Ethiopia country delegation.

Expected result for Objective 7:

- Implementation of General Assembly recommendations in national societies with good feedback to Geneva.

Expected result for Objective 8:

- Subsequent increase of local fund-raising for the Regional and Country Delegations and for national societies.

Expected result for Objective 9:

- Stronger and well functioning Human Resource network responding to demands with an effective database and training programmes.

Expected result for Objective 10:

- Good, effective and constructive relationship between Secretariat and Delegations, feedback from the field in taking into account to influence policies and guidelines.

Indicators

- Seven country delegations and two Federation representative offices fully and effectively reporting to RFU, all services well in place, customers satisfaction, small percentage of mistakes (level to be agreed in advance), 100% control and accountability, service costs reduced in comparison of 2000, 100% of finance delegates briefed/debriefing in Nairobi and satisfied with the service.

- Functioning and self-sustainable RLU with cost-effective services, customers satisfaction, 2 Regional Action teams in place, 1 Regional Logistics course held and at least 3 assessment missions, functioning logistical network in the region.
- Finance Department functioning with complete and trained staff, work timely delivered and reliable, 100% control and accountability, improved analysis and feedback to delegates, Kenya, Somalia and Madagascar integration completed.
- Self-sustainable Visitors service, 15% increase of activities, customer satisfaction, implant installed.
- Timely accurate reports, customer satisfaction, increased funding of activities, national societies database finalized, accurate and regularly updated, direct reports to donors increased by 20%.
- Increased number of locally recruited staff and delegates by 25%, reduce time of recruitment and improved mechanisms/procedures to propose good quality of candidates, Human Resources database in place, rules and standards respected, 1 Basic Training Course organized.
- Reduced costs of general administration with better and quicker services, 100% customers satisfaction with reception and welcome.
- Coherent Regional programmes interrelated and well integrated with the Strategy 2010. 100% of appeals, assessment missions and reports co-ordinated by all technical delegates.
- Tools for planning, budgeting, reporting, monitoring and evaluating in place, well known and understood, tested for at least 7 countries.
- At least 3 team Management meeting held in 2001, 10 bilateral liaison office meetings, 1 annual partnership meeting, ad hoc meetings.
- Positive feedback from 5 Heads of Delegation on technical, advising and guiding services received from the Regional Delegation, changes processes in place in 2 countries with development plans, 2 development strategies, 3 exit strategies. Relief assistance giving to 3 large operations at least and 5 ad hoc new relief programmes.
- Increased number of partners knowing better the Federation by 25%, 3 issues advocated in the region, documentation available on the Web site, increased level of joint activities with ICRC from 2 to 4, monthly meeting with ICRC counterparts, new partners and regular contacts with them, 4 sponsorship contracts signed, 3 programmes funded through embassies, effective communication with OAU who will participate at the Annual Partnership meeting like the members of the Federation Statutory bodies.
- Appropriate level of general Assembly recommendations implemented by national societies (% to be agreed with each national societies).
- Increased level of local fund-raising up to 20% for administrative costs of Regional Delegation, 25% of development programmes and 50% of relief programmes. 3 Country delegations benefiting from Regional contacts with funding for their programmes.
- Increased number of locally recruited staff/delegates by 25% under the different kind of contracts, customer satisfaction with the quality of candidates, the mechanisms and procedures of Human Resources management, Human Resources database in place, training plan developed.
- Weekly contacts with Geneva, better co-ordination and understanding of issues and programmes resulting and smooth and cordial relations, Regional Delegation feedback to Geneva taken into account for improving policies and guidelines.

Monitoring and evaluation arrangements

Decentralization process to Regional Delegation will be evaluated by external team. Each programme will be evaluated individually with detailed analysis of its cost effectiveness vis-à-vis objectives and activities implemented versus impact and results expected. An internal audit will be organized during 2001. Appropriate evaluation will be done on the implementation of Strategy 2010 and General Assembly recommendations at the Regional level under guidelines from Geneva.

Monitoring will be done through Weekly management meetings, Quarterly Team management meetings with all delegates and bilateral, and annual partnership meeting. Quality of quarterly reports will be improved and distribution expanded to national societies/country delegation/Donors. Feedback on quality of services provided by Regional Delegation will be requested to all national societies / country delegation / Donors / Secretariat / partners.

Critical assumptions

- Sufficient number of competent delegates and staff will be in place from the beginning of 2001.

- Regional Delegation will get regular, increased and timely funding base from the donors and the core costs support will be at least equal to the total 2000 allocation.
- National societies will continue to accept and recognize the Regional delegation co-ordination and management as a valuable means for national societies sustainable development and self-sufficiency.
- The realignment process in Geneva will be stabilized and will allow more direct support to the field; central management will truly support and assist the decentralization process and the Regional delegation.
- Increased services at the Regional Delegation level will be matched by reduction of services formally provided by Geneva Secretariat allowing transfer of some resources to the field.
- External factors such as major conflict crisis and large natural disasters will not jeopardize the regional organization and decentralization too early in 2001.

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DELEGATION: EAST AFRICA RD							
PROGRAMME	DP	Health & services	Human values	IDRD	Coord. & mgt	Regional coop.	TOTAL
Shelter & construction	115,000	0	0	0	0	0	115,000
Clothing & textiles	40,000	0	0	0	0	0	40,000
Food & seeds	0	0	0	0	0	0	0
Water	0	60,000	0	0	0	0	60,000
Medical & first aid	0	60,000	0	0	0	0	60,000
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
Sub total supplies	155,000	120,000	0	0	0	0	275,000
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	6,700	13,000	0	11,680	3,340	0	34,720
Medical equipment	0	0	0	0	0	0	0
Other capital expenses	8,250	6,900	1,450	3,600	10,146	0	30,346
Sub total capital	14,950	19,900	1,450	15,280	13,486	0	65,066
Programme management	107,002	55,519	21,464	45,884	84,573	10,518	324,959
Technical services	32,031	16,619	6,425	13,735	25,317	3,149	97,276
Professional services	35,522	18,431	7,125	15,232	28,076	3,492	107,878
Sub total programme support	174,554	90,569	35,015	74,851	137,965	17,159	530,112
Transport & storage	139,550	74,408	17,020	51,060	76,460	1,824	360,322
Personnel (delegates & expatriates)	305,200	204,368	101,804	311,194	454,468	65,122	1,442,156
Personnel (local staff)	615,736	214,698	24,580	163,418	358,405	25,122	1,401,960
Sub total personnel	920,936	419,066	126,384	474,612	812,873	90,244	2,844,116
Travel & related expenses	45,800	16,900	7,900	28,500	46,100	27,200	172,400
Information expenses	4,000	25,500	91,192	500	788	16,260	138,240
Expert fees	37,596	21,212	12,981	13,381	15,915	0	101,084
Admin. - general expenses	92,970	32,799	24,872	17,778	144,644	3,300	316,363
Training workshops / seminars	1,500	3,000	1,500	4,500	6,000	0	16,500
Sub total travel, training, general exp.	181,866	99,411	138,445	64,659	213,447	46,760	744,588
Total budget	1,586,856	823,353	318,314	680,462	1,254,231	155,987	4,819,204