

# PROGRAMME UPDATE



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

## ***EAST AFRICA, THE HORN, GREAT LAKES, AND INDIAN OCEAN ISLANDS***

18 June, 2001

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

*Appeal No. 01.10/2001*

*Appeal Target CHF 4,819,000*

*Programme Update No. 1; Period covered: January - March, 2001*

### ***“At a Glance”***

*Appeal coverage: 35.4%*

*Related Appeals: 08/01 - Ethiopia: Improving Food Security; 11/01 - Sudan: Drought; 12/01 - Ethiopia: Meningitis*

*Outstanding needs: CHF 3,111,025*

*Update: The auspicious start to the 2001 programme provided a sound basis to prepare to meet the many anticipated challenges, including responding to emergencies, the onset of new epidemics, and the implementation of the ARCHI programme in every country, including the scaling-up of HIV-AIDS programme. The volatile situation in the Great Lakes and continuing political and social instability in the region still present serious constraints, emphasizing the need to increase regional spirit and co-operation among National Societies and country delegations.*

## **Introduction**

The delegation began the first three months of 2001 in a promising way, with a full complement of staff enabling it to build on achievements made in 2000, but also constrained by a low level of response by donors to its efforts. New disasters such as the meningitis epidemic in Ethiopia, famine in Sudan, and continuing instability in Burundi are keeping the delegation fully occupied as it supports the national societies and delegations in those countries. Work continues on the consolidation of other delegations such as Madagascar, Uganda, Kenya, and Rwanda in line with the recommendations established in the Africa Review document.

## **Disaster Preparedness and Response**

### **The program**

The Regional Disaster Preparedness/Response Program (DP/R) 2010 Strategy Framework was designed to build up capacity to address the five main challenges in the area of food security, political disturbances, population movement, cyclones and seasonal floods and lack of DP/R policy/plan at National Society level. Sets of strategic approaches are to be used to implement this strategy with the objective of putting the National Societies on the driver's seat and to enable them to lead the program. These strategic approaches will be implemented through five Working Groups under the overall guidance and direction of the RC-NET. The work plan will focus on setting up the necessary structures, systems, and capacities in the first half of the year. Another focus will be on networking with Nairobi based regional partners such as DfID, USAID, JICA, WFP and relevant bodies of the United Nations.

The unique program relationship with the French Red Cross Society in the Indian Ocean Islands is expected to strengthen as the year progresses. The Federation and DfID partnership has given the regional program a solid start.

### Achievement of objectives

- *Food Security (FS)*



During the quarter, the Regional Disaster Preparedness and Response Delegate (DP/R) worked with Participating National Societies to complete the assessment of the Food Security (FS) program in Machakos district, Kenya. He focused on setting up a methodology and work plan, drafting of the initial terms of reference, and fund raising for support of this program. The Norwegian Red Cross contributed funds to

finalise this exercise. The Regional Disaster Response officer (DR) accompanied the Geneva based evaluation team to complete the field survey and analysis of food security in the district. The regional delegate made recommendations to the Kenya Red Cross, to engage in ways that would contribute to reduction of food insecurity and work on phasing out food distribution. The assessment report is available upon request.

In January, the DP/R Delegate went on mission together with the Regional Health Delegate and Head of Regional Office for American Red Cross Society to the Sudan to work on a Rapid FS Assessment Study. This study resulted in a work plan that responds to a famine, threatening areas of Red Sea Hills, Kordofan and Darfur. The Government of Sudan has set up a national FS Committee to support efforts taken to curtail a disaster likely to result from the famine. This committee should draw on the substantive information gathered from the FS assessments conducted in Kordofan and Darfur by all interested groups working in the region. The Red Sea Hills region lacks information on the FS situation, which the DP/R attributes to a lack of structural and institutional presence in the area on several levels, including government and international NGOs, as well as on the continuing conflicts and perpetual problems of insecurity. The Red Sea Hills team led by the DP/R recommended for emergency food assistance to 113,000 most affected people out of a total of 800,000 people of the total population. Also the DP/R worked with the Sudan Red Crescent at the national level to complete the applications to the European Union for the FS initiative. Meanwhile, in Darfur state, through the assistance of Spanish Red Cross, a water project will be started if funding from the European Union is obtained.

- *Political Disturbances and Population Movement*

In anticipation of the presidential elections in Uganda, the DP/R delegate provided technical advise and worked with the Uganda Red Cross Society on their Contingency Plan in preparation for emergencies or eventualities which would result from political disturbances and population movements. The budget for the overall plan was about CHF 26,000. Funds for this project were provided by the International Committee of the Red Cross (ICRC) and the German Red Cross. Lessons learnt from these elections and the viability of this plan as reported from Uganda Red Cross Society will follow in the next quarter. It is anticipated that this report may assist neighbouring countries such as Kenya with forthcoming elections.

- *Floods and Cyclones*

In February, the Indian Ocean Islands sub-region received the new French Red Cross bilateral delegate who will be based in La Reunion. The regional DP/R delegate has already briefed and has ongoing discussions with the French Red Cross bilateral delegate on issues including how to strengthen, operationalize and sharpen this emerging relationship. A meeting is anticipated in April in which a Technical Agreement, which specifies roles and responsibilities of the stakeholders of the Indian Ocean Islands accord, will be drafted. The partners in this accord are the four National Societies of the sub-region, French Red Cross Society, ICRC Regional Delegation of Pretoria, and the Federation Regional Delegation of Nairobi.

- *Vulnerability Capacity Analysis, DP Policy and Plan*

The DP/R delegate continued discussions with the Secretaries General of Uganda Red Cross and the Rwanda Red Cross. These talks are geared to facilitate the “twinning” process of the DP Policy and Plan of these National Societies, which comes from the Vulnerability Capacity Analysis (VCA). During the course of the year, support missions from Uganda Red Cross Society are planned to assist in finalizing the Rwanda Red Cross plans.

### **New developments**

A new Regional Disaster Relief Officer (DR) for the program funded by the Swedish Red Cross has come on board with the Nairobi Regional Delegation. He brings a lot of institutional knowledge in the area of disaster preparedness and response, especially on the area of food security, having previously the Kenya Red Cross.

The regional framework strategy stresses partnerships as part and parcel of the program’s approach to fund raising. During the quarter, the DP/R delegate spent time cultivating a partnership between DfID and the Federation. The outcome was a commitment to a 15 month partnership with DfID termed as “Partnership for DP/R for Eastern Africa”. The National Societies of Rwanda, Sudan and Ethiopia have been identified as primary recipients of the initial grant coming from this agreement. The total budget for this project is CHF 850,000. It is divided as follows: CHF 300,000 for Rwanda, CHF 150,000 each for Sudan and Ethiopia, and CHF 250,000 for regional DP support. The British Red Cross Society has been a key player in this process and has seconded a new person to the DP/R department Geneva who is expected to facilitate the process that will put the DP/R long-term strategy into practice.

The drought in the Sudan is an emerging crisis that is outside the 2001-work plan but which will likely require support from the Regional Delegation Nairobi.

In February the DP/R delegate attended Sphere training held in the Sudan. The training was popular and the possibilities of such a meeting to be held in the Great Lakes region are being contemplated.

Emergency Response Unit stocks formerly belonging to Norwegian Red Cross have been handed over to the regional DP/R program and stock taking conducted by the Regional Logistic Unit. This falls in line with the Federation’s general strategy to centralise the procurement and disbursement of stocks for easier monitoring and quick response to emergencies within the region.

### **Constraints**

There are obvious difficulties for the program to manage priorities efficiently due to demanding and conflicting pressures from National Societies’ requests, donors, and the Secretariat. A significant amount of time in this quarter was focused on translating the work plan into activities; felt constraints are yet to emerge.

### **Co-operation with others**

There have been joint efforts to produce the Rapid Response Team concept paper and terms of reference for the DP/R program with the programs of Health, Watsan and the Regional Logistics Unit. In March, the DD/R delegate and the DR officer participated in the Annual East Africa Disaster Management Conference by highlighting issues of food security and road safety, both of which are major concerns of the region. The DP/R delegate continues dialogue with UNEP on the latter’s Africa initiative for mitigation and risk reduction of environmental disasters in which the Federation could become a key player.

The program team participated in a two days seminar organised by USAID/OFDA on food security and health initiatives for the region. The purpose of this forum was for the convenors to get an update on how to enhance the level of relevant information exchange amongst the agencies which work in the region, and to acquire

technical inputs from participants for USAID/OFDA's three year pilot strategic plan on FS and health initiatives. OFDA reiterated its intention to build on local capacity and needs and seek to collaborate and partner with other players in this effort. OFDA has prioritised the areas of agriculture, livestock, field information co-ordination and sharing and health.

### **Plans for the next quarter**

- The launch meeting with Rwanda, Ethiopia, and Sudan Red Cross Societies for the regional partnership between the Federation and DfID will take place in April 23-25, 2001.
- Plans to establish and set up partnership at respective country levels are underway.
- Plans to recruit Disaster Preparedness officers under the Dfid partnership are being drawn.
- There is a forthcoming RC-NET meeting to nominate and endorse membership in the 5 DP Working Groups (5WGs).
- The program team will host and facilitate the Africa DP delegates meeting in mid-June.
- The training for the cyclones/floods Working Group has been planned for the next quarter.
- Preparations of the floods/cyclone Contingency Plan at country level are underway.
- Promotion of Disaster Preparedness/Relief and Food Security at Regional Partnership Meeting in June.

## **REGIONAL HEALTH PROGRAMME**

### **The program**

Within the framework of ARCHI 2010, HIV/AIDS is a programme which now takes centre stage in health programming. National societies have been asked to develop or scale up country HIV/AIDS plans as a follow-up to the Ouagadougou Declaration. In March, the newly created regional health task force met to plan on how to provide assistance on the HIV/AIDS scale up. It is crucial to increase the capacity of the regional health department in order to give ARCHI 2010 a strong head start. This is being done through an expansion of the Regional Delegation Nairobi health department to strengthen the current office. A Public Health student will be on internship at the Regional Health department for three months as of June. This person will focus on developing monitoring and evaluation tools for ARCHI 2010. The recruitment of a regional HIV/AIDS co-ordinator and a local health officer is underway.

### **Achievement of objectives**

- *Promote and implement ARCHI 2010*

During the quarter, the regional health delegate organized from March 5-6, the first Regional Health Task Force meeting which was held with members from Eritrea, Madagascar, Rwanda and Kenya and resulting in: review of terms of reference for the East African health subgroup task force; discussion of plans and policies for scaling up HIV/AIDS response; and the development of implementation plans for ARCHI 2010 which shall focus on coaches and volunteer management. In the meeting, it was agreed that all National Societies of the region should develop their HIV/AIDS country plans before December 2001. Regional support will be offered to all National Societies to develop their plans in collaboration with the health task force team. A logical framework and a plan of action to kick off the process to draw country plans were developed with the task force members and will be disseminated for use by the National Societies. RC-NET will provide overall leadership support to the health task force for the development of programmes and the viable implementation of ARCHI 2010, enforcing cooperation among National Societies in the region. Staff from the Secretariat health department and Nairobi regional delegation facilitated the task force meeting. The need for volunteer management systems and the role of the coach in ARCHI 2010 strategy were clarified.

During the quarter, regional health delegate developed a format for reporting and health bulletins to be completed biannually on National Societies health programmes, as a means of monitoring progress and institutionalizing knowledge of the programmes.

The regional health delegate took an inventory of existing National Societies partnership/collaboration with WHO/UNAIDS in the region. Many National Societies are sharing information but do not carry out actual joint projects with the respective agencies.

The regional health delegate held meetings with delegates from Burundi, Rwanda, Uganda, and British Red Cross, the Namibia HIV co-ordinator and staff from Geneva Secretariat. Discussions centred on health priorities undertaken in their respective regions especially HIV/AIDS. Several planning meetings took place, which covered broad areas including scaling up the HIV/AIDS program, food security and assessment and how to strengthen the health program. The regional health delegate obtained input from various sectors, both from the Secretariat and the Nairobi headquarters.

- *Technical support to National Society/Federation health programmes*

During the quarter, the regional health delegate spent time in planning meetings with delegates from Disaster Preparedness/Response, Logistics and Watsan programs. Together, they are developing planning strategies and terms of reference for the Regional Response Team for small and medium disasters. Two health officers will come from the National Societies in the region to be trained in skills which enable them to respond to small and medium size disasters.

The regional health delegate provided technical support to ongoing health activities within the region from her desk in Nairobi and also on field missions: since the President of Kenya declared HIV/AIDS a national disaster two years ago, the National Society has targeted locations where HIV/AIDS is on the increase to provide support on all levels. A Home Based Care project in Kisumu district funded by the Norwegian Red Cross is an example.

The regional health delegate undertook a mission to Rwanda Red Cross to advise on the HIV/AIDS programme. Time was spent on planning meetings, developing a plan of action; completing the coordinator's job description for HIV/AIDS and dissemination of information on ARCHI 2010 with the Prefecture and the local committees.

A week long mission was made to Sudan with the regional DP/R delegate to conduct a rapid food security assessment due to the worsening food security and famine conditions which started to emerge in December 2000. The regional health delegate assigned with team for North and South Darfur States conducted rapid assessment study and compiled a plan of action. She gave recommendations for interventions in the health sector which were to complement WFP food interventions, target water and sanitation priorities and use Red Cross volunteers.

- *Federation staff focal point for health issues*

A medical evacuation from Tanzania (Kasulu camp) was supported, as the Federation cannot afford to take risks given the previous experience where delegates lives were lost due to severe cases of malaria.

### **New developments**

Much time were allocated by the regional health delegate to continuously follow up the timeliness of the regional programme planning for HIV/AIDS scale up in liaison with the Health Task Force members and the National Societies' health departments.

The chairman of the Health Task Force ended his service in the Kenya Red Cross Society, consequently the is discussing with all Task force members the identification of a new chairman.

The Regional Response Team (RRT) terms of reference and plan of action have been finalized. The regional health delegate has started the selection of the 2 health candidates and is planning for a regional workshop to train the RRT in collaboration with the DP/R delegate, the DR officer, the head of the regional logistics unit (RLU) and the Watsan delegate.

### **Constraints**

The major drawbacks in the initial steps to implement ARCHI 2010 still remains: the shift of focus of health strategies as HIV/AIDS took centre stage means that many health plans and priorities of National Societies are stalled. A reluctance of the National Societies to commit and stick to a new way of thinking in implementing ARCHI health services, by drawing on and using motivated volunteers. Difficulties arose in the implementation of a complementary concept which challenges the established notion of setting up health programmes, (ambulance services, blood banks, curative programmes); there is no intention within many

National Societies to abolish or replace them. There are bottlenecks in finding exit strategies for previous health programmes.

There are weaknesses in communication between country delegations and National Societies so that the support available at the regional delegation level is not always effective and efficient, encouraged and continuously utilized for streamlined project planning, follow up, networking, etc.

### **Cooperation with others**

During the quarter, the regional health delegate held meetings with delegates (Burundi, Rwanda, Uganda), and visitors (British Red Cross health co-ordinator, Namibia HIV co-ordinator and Geneva Secretariat staff). Discussions centred on health priorities undertaken in their respective regions especially HIV/AIDS.

### **Plans for next quarter**

- Recruitment process, briefing, introduction, of the newly recruited regional health officer and the regional HIV/AIDS co-ordinator by end of June.
- Introduction, briefing of the student health intern for three months beginning in May.
- Ongoing follow up of the regional programme planning on HIV/AIDS, liaising with the Health Task Force members and the National Societies health departments. Possible field visits upon request by National Societies who need technical support in developing the country plans especially for the six priority national societies of the region.
- Follow up the Rwanda Red Cross HIV/AIDS programme, mission planned end of April and possible support to Kenya programme as well.
- Dissemination of the ARCHI tool kits for volunteers' health activities and training plans for its implementation as well as training on volunteer management system. Burundi Red Cross Society has been selected to begin the process.
- Selection of the health candidates for the Regional Response Team (RRT) and plan for the regional workshop to train all RRT members in collaboration with the Regional DP/R and Watsan delegates, the Relief Officer and the Head of RLU.
- Promotion of Health/Archi/HIV-AIDS at Regional Partnership Meeting in June.

## **WATER AND SANITATION PROGRAMME**

### **The program**

The National Societies of Uganda, Tanzania and Sudan are providing water, sanitation and hygiene promotion services to over 240,000 refugee and displaced populations. The 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 to over 100,000 beneficiaries. The strategy of these projects is in line with the regional water and sanitation strategy. Partners are UNICEF and three participating National Societies. Experience has shown that the most successful results are achieved when National Society projects have followed the regional strategy, and utilized regional expertise. What is required to make these improvements is for the National Society projects to 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 the sector best practices, achieve their objectives and demonstrate this through effective reporting.

### **Achievement of objectives**

- *Water, sanitation and hygiene promotion staff and projects in 11 National Societies in line with the regional strategy (Tanzania, Uganda, Sudan, Ethiopia, Eritrea, Burundi, Kenya, Rwanda, Madagascar, Somalia and DRC).*

Tanzania, Uganda, Sudan, Ethiopia, Eritrea, Burundi, Rwanda, have ongoing Watsan projects. The Kasulu district Watsan development project in Tanzania funded by UNICEF (115,000 USD) and British Red Cross (60,000 USD) is about to start after some delays due to management issues to be clarified. An assessment for developing a Watsan project in Machakos district, Kenya was made in February. Discussions go on whether to develop this assessment into a project proposal with Kenya Red Cross.

Regional Watsan delegate made a one-week mission to Eritrea to develop a Watsan project funded by American Red Cross in the Southern Red Sea zone.

The bilateral Netherlands Red Cross (NCR) delegate to Madagascar was briefed on Watsan strategy in the region. It is hoped that Netherlands Red Cross will start a Watsan project in Madagascar with regional support.

- *Increased effectiveness of national society water, sanitation and hygiene promotion projects.*

A mission was made by the regional Watsan delegate and the regional hygiene promotion/community management specialist to set out plans to improve the participatory hygiene promotion and community based management aspects of both the refugee and development Watsan projects in Tanzania. Plans were established to achieve this with Tanzanian Red Cross staff. Regional Watsan delegate facilitated the work of two engineers from a Water and Engineering Development Centre (WEDC) Loughborough University, who field-tested a developing manual on sanitation implementation in refugee situations. The field-testing occurred in Lugufu refugee camp in Tanzania. There has been good feedback from these engineers.

The mission to Eritrea also set out plans to improve Red Cross Society of Eritrea (RCSE) effectiveness in Watsan projects. A watsan engineer has been recruited by RCSE.

The participatory hygiene promotion and community based management curriculum for the region has been written. An example tool kit for participatory hygiene promotion for the region has been developed. The Watsan chapter in the African Community based First Aid manual was written and submitted to Geneva.

A Watsan CD Rom was developed by the regional Watsan delegate with a consultant. The CD-Rom was released at the Geneva health retreat. It has received good feedback and reviews.

- *Stated response capability and respond to emergencies requiring a water and sanitation and hygiene promotion response by eleven National Societies.*

Uganda Red Cross responded to the continuing influx of refugees from Rwanda into South West Uganda. 3,000 refugees have arrived over the past three months. The regional office is in the process of supporting this effort with water tanks.

The regional office supported the WatSan response to the continuing influx of refugees to Lugufu II refugee camp in Tanzania. The regional Watsan delegate went on mission to brief the new Watsan delegate for Lugufu; he also completed the 2001 project proposals for Lugufu and Kasulu refugee camps to be submitted to donors.

Regional Watsan delegate debriefed the DfID emergency advisor after his field trip to Lugufu refugee camp (DfID have supported Watsan in Lugufu over the past two years).

- *Federation effective response to national society requests for watsan assistance in emergencies*

There is ongoing repair, maintenance and management of the regional Watsan equipment which was flooded and some damaged in February in the Nairobi warehouse. The standard Federation emergency equipment list was placed on the Watsan CD Rom.

The regional Watsan office made inputs into a drought appeal for Sudan from Nairobi.

- *Efficient regional procurement service for watsan materials from Nairobi and improved skills of national society watsan and logistics staff in water and sanitation procurement.*

The Regional Watsan delegate gave advice to the Tanzania Red Cross procurement staff; past problems related to regional logistics procurement for the Tanzania Red Cross Watsan were resolved. The delegate made a presentation to the Logistics workshop in Nairobi. Watsan procurement procedures have improved and developed with the new logistics staff in Nairobi.

- *Essential engineering instruments and reference books available to all national societies from Nairobi.*

Books and engineering instruments were distributed to Sudan, Eritrea, Tanzania, Rwanda and Burundi.

- *Advocacy for greater mobilization of resources to improve the most vulnerable access to improved water and sanitation in the region by national societies and regional water and sanitation office*

The regional Watsan delegate has written project proposals for development projects in Eritrea and refugee projects in Tanzania. The project proposal for Eritrea will be funded (75,000 USD) by American Red Cross. The Tanzania project proposals have been submitted to German and British Red Cross.

- *Production of objective based standard training course for the mass water and sanitation Emergency Response Unit (ERU).*

There have been no further developments in this area.

- *Effective technical support service to Federation/ National Society Watsan projects.*

The Regional Watsan delegate has contributed to the Regional Response Team training plans. An advertisement for an engineer position for the regional office has been placed. Regional Watsan has submitted proposals for funding a Tanzania Red Cross Society Watsan co-ordinator.

A presentation on the Federation Watsan strategy was made to donor National Societies during the Geneva health program retreat.

Relations were maintained with donor National Societies based in Nairobi (American, French, and German). French Red Cross is developing further Watsan activities in Burundi and Rwanda with assistance from the regional Watsan office. American Red Cross is funding Watsan projects in Eritrea and is developing projects in Tanzania with the support of the regional Watsan office. Kasulu refugee Watsan project proposal has been submitted to the German Red Cross.

- *Regional watsan programme produced based on the regional strategy.*

All National Society Watsan coordinators have been invited to a Watsan planning meeting/training in Nairobi in June 2001. This will lead to the production of the regional water and sanitation programme with a detailed plan of action and budget (for each National Society) This approach has been very successful in the Southern Africa region and has improved their longer term funding.

### **Constraints**

The major constraints still are lack of adequate funding for the regional office especially delays at the beginning of the year, and ongoing need for additional engineering staff in the regional office. If the situation will continue in the second quarter, it will have a negative impact as funds from last year will have been expended.

### **Cooperation with others**

There was a meeting with DfID to discuss Lugufu refugee camp Watsan future funding. Regular discussions have been held with Nairobi based bilateral offices and other donor National Societies during the Geneva health program retreat as outlined above. Regular discussions are ongoing with Oxfam on the possibility of the Tanzania Red Cross taking over Watsan responsibility from Oxfam in refugee camps. Facilitation of field-testing of the sanitation manual was done in collaboration with the team. Coordination with Global Federation Watsan at Geneva meeting was initiated by the regional Watsan co-ordinator.

### **Plans for next quarter**

- Increased efforts will be made to gain funding from donor national societies.
- Production of regional Watsan programme description, plan of action and budget from Watsan planning meeting in June.
- Production of Watsan ERU training course and training of ERU staff in Germany in May.
- Monitoring, project development mission to Rwanda in April.
- Support to the relief assessment in Burundi.
- Regional Watsan mission to Uganda for developing project proposals and training Uganda Red Cross staff in participatory hygiene promotion in April.
- Recruitment of the engineer staff member.
- Prepare hand over to new regional delegate for July.

- Continued development of software curriculum.
- Promotion of Watsan at Regional Partnership Meeting in June.
- Follow up on development of Regional Disaster Response Team training.
- Development of resource mobilization for 2001.
- Reestablishment of regular meetings with the ICRC's WatHub in Nairobi.
- Report on regional Watsan 2001 status and funding proposal for 2001 to British Red Cross.

## **ORGANIZATIONAL DEVELOPMENT (OD)**

### **The Programme**

The Organizational Development Programme - OD (formerly Institutional Development - ID) is supported by two delegates whose work is largely divided amongst linguistic lines, although the francophone delegate also covers Ethiopia. However, the two delegates work closely to profit from the diverse strengths each possesses, as well as with the new Finance Development delegate whose programme is reported on in the following section. The Regional OD-Anglophone (ROD-A) programme has prioritized the five National Societies of Kenya, Tanzania, Sudan, Somalia and Eritrea. In addition, the ROD-A delegate coordinates specific issues and activities relating to RC-NET, twinning of National Societies' branches, and governance. The Regional OD-Francophone (ROD-F) took office with the Regional Delegation Nairobi on January 15, 2001. The priorities set up upon arrival were targeted for missions to the National Societies of Djibouti, Seychelles, Madagascar and prepare to support the Comoros Islands, Rwanda, Burundi and Ethiopia. In addition, the ROD-F delegate is the focal point for establishment of volunteer management systems.

### **Achievement of Objectives**

- *To foster the development of strong national society branches as the key to national societies ability to respond to the needs of the most vulnerable.*

The ROD-A delegate went on mission to Eritrea Red Cross and provided technical assistance to the National Society through his participation in the launching of the branch development program. He was unable to provide further support for membership recruitment and setting up of branch structures until the Eritrea government grants recognition of the National Society, however dialogue continues.

- *To strengthen national society performance by contributing to the development of medium and longer term national society plans based on the core areas of Strategy 2010.*

During the quarter the ROD-A followed up with national societies to assess the existence of development plans within the societies. The ROD-A delegate visited Somalia, Tanzania, and Kenya National Societies where he held discussions and was as well involved in the actual planning for review of existing National Society long term plans. The delegate will support preparation country assistance strategies and strategic plans for 2002-4 later this year.

The ROD-F visited the Djibouti Red Crescent Society and facilitated the long-awaited meeting for the re-launch of the national society programmes. The delegate solicited co-operation from the Government and international bodies in the country to support the national societies and explored possibilities for fund raising. It is very clear that there exists an enabling environment within which the national societies can operate. It was agreed that ROD-F would facilitate the drawing up of the Action Plan 2001-2002 which will assist the national societies to become more visible in the community; target areas will focus on health and strengthening the capacity of the national societies through branch development, public relations and donor mobilisation.

The ROD-F is involved in the change process within Madagascar Red Cross. A new Secretary General has taken office and he is expected to provide guidance and engender learning in areas of management. There are numerous commissions appointed to work on strategic planning and the four core areas of Strategy 2010. Operational Plans have not yet been developed as the Malagasy Red Cross lacks capacity in planning.

In the Seychelles, the ROD-F delegate has worked with this active national society to realise the Strategy 2010 plans. The National Committee has recruited new volunteers who are already making preparations for a formal planning session in the next quarter.

The ROD-F prepared for the Strategic/Action Planning for the National Societies of Seychelles, Djibouti, Madagascar and Burundi to take place in the second quarter.

- *To improve the foundations of the national society 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.*

The ROD-A delegate had no activities for this objective. Seychelles Red Crescent held its Fifth General Assembly in February (attended by ROD-F) and approved new Statutes based on the latest Federation Guidelines.

- *To improve the ability of the national society to manage and generate financial assets.*

During the quarter the Regional Financial Development Delegate was involved in the process of supporting countries with ongoing finance development programmes and developing a strategy for the region for the next five years. See following section for details. The ROD-A worked closely with the delegate to develop a self-assessment questionnaire described later, the results will be shared at the June Partnership Meeting.

- *To contribute to new and enhanced partnerships among national societies leading to effective and successful collaboration.*

The ROD-A's major task so far has been to ensure that the RC-NET meets regularly and achieves meeting its objectives. The RC-NET did not meet during the period, although a meeting with the Chairman took place in January to review progress thus far and plan action for the first two quarters. The ROD-A assisted the Chairman to develop and distribute the first RC-Net newsletter (available separately). The Seychelles Red Cross has taken the lead to coach Madagascar Red Cross and is ready to assist the other Indian Ocean Islands National Societies.

In Mauritius plans are underway to equip the Youth with skills in the critical areas of HIV/AIDS prevention. The Regional Delegation Nairobi is strongly supporting the Mauritius Red Cross to get support from sister national societies to revise its First Aid curriculum and train First Aid Trainers.

### **New Developments**

The Chairman of RC-NET had an opportunity to review the process of the Network with the ROD-A and the head of the regional delegation in January. As expected, start is slow and discussions concentrated on how to motivate members to take more ownership of the work to do and on clarifying roles and responsibilities of the ROD-A as Secretary of the RC-NET and expectations of the Chairman. Plans were reviewed and a Newsletter to better communicate on progress of the RC-NET decided upon.

The meeting to review the Twinning programme initiated by Swedish Red Cross and 3 national societies of the region took place and results and lessons will be shared with the whole region, in view to replicate best practices and increase the knowledge sharing. This is an achievement in the integration of activity in the region since the programme was conducted on a bilateral basis for many years.

While volunteer management is a Federation priority, much remains to be done in the region to advocate with national society leaders and work on concrete activities.

During all their missions in the region, ROD delegates started to sensitize national societies to prepare effective CAS. Focus during the next quarter will be on the integration of all partners in a country and on the issue of advocacy and influencing since these areas have appeared as where the Regional Delegation will have to devote special attention and provide much support.

### **Constraints**

The National Society of Kenya is yet to introduce a clear plan of action on how to reorganize, but it is hoped that with the arrival of a new Secretary General in February, a plan will be produced as soon as possible, with indications for clear regional delegation roles to provide support for the society's development, especially in view to the closing of the Kenya operation in the second quarter.

Contact with the national society of Somalia still remains very much fragmented. The need for a coordinated approach by all participating partners to assist Somalia Red Crescent for capacity building is very clear.

Moreover, the regional delegate's missions to familiarize with the national society's structures and activities on the ground have had a very staggered start. The ROD-A delegate has to strengthen relationship with the Somalia Red Cross to avoid misunderstandings in areas of branch and volunteer development which were covered during his first mission visit.

The Djibouti Red Crescent needs to be more proactive in developing its activities and to maintain the momentum built up at the January meeting. This is likely to require more technical support from the Federation than originally planned. Discussions continue with ICRC and French Red Cross for co-ordination of support to this national society.

It is difficult to determine how smooth the planning process in the Madagascar Red Cross will be, as there are some important internal issues which need to be resolved. In order to maintain donor support the long awaited audit will need to be carried out quickly. The closure of the delegation in June will be an important step in the national society's commitment to take ownership of the change process.

In general, the region's national societies are aware of their commitment to adapt Strategy 2010 and ARCHI 2010 to their own environment, however there are various factors, which will influence this process. For instance there are varying levels of experience in implementing programs in the four core areas of Strategy 2010. One weak link tends to be the lack of capacity of headquarters to support branches for such program implementation. This adversely affects volunteer motivation. Regular feedback and communication remain an issue to address with the national society to ensure that agreed follow up between both ROD delegates and national societies is effective.

### **Cooperation with others**

The ROD delegates continue to collaborate with all country based delegates and bilaterals operating in the region through the quarterly Team Management Meetings. Work is ongoing with ICRC Co-operation delegates for Kenya and the Indian Ocean Islands. The Regional Delegation Nairobi is facilitating contact between the Mauritius Red Cross and the British Red Cross to support revision of the First Aid curriculum.

### **Plans for Next Quarter**

- Conclude report on Twinning Evaluation (Kenya and Swedish Red Cross branches)
- Mission to Somalia.
- Revise Action Plan meeting for the Burundi Red Cross.
- Strategic Planning meeting for Seychelles Red Cross in April.
- Action plan meeting for Djibouti Red Crescent in April.
- Priority setting /Action plan meeting for Madagascar Red Cross in May.
- Familiarisation/follow up planning for the Comoros Red Cross Society.
- Partnership meeting in Mombassa with the Kenya Red Cross Society in June.
- Annual Organisational Development delegates Meeting in Geneva in June.
- Promotion of Organizational Development at Regional Partnership Meeting in June.

## **REGIONAL FINANCIAL DEVELOPMENT PROGRAM**

### **The program**

The Regional Financial Development (RFD) program is a newly created position initiated 15th of January 2001 with the arrival of the delegate. A long-term strategy for the program is under development. A work plan has been developed using the logical framework format and is available as well where specific activities implemented in the first quarter 2001 and planned activities for following quarter are indicated. On her arrival, the Regional Finance Development Delegate's (RFDD) time was spent in orientation with the work of relevant sectors including familiarization at the Secretariat with the pertinent areas of finance and organizational development, the two areas critical to her work. Early in the quarter, the RFDD's preliminary work for the program was spent on development of questionnaires for a baseline survey to target key areas where support should be provided. The (RFDD) has completed work with priority countries to identify key areas for support on a country-by-country basis.

## Achievements of objectives

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

The RFDD developed a questionnaire for “Self-assessment against Strategy 2010”. The development team (the ROD-A, ROD-F and the RFDD) - in co-operation with the chairman for the RC-NET assisted in the baseline survey process using the questionnaire whose purpose is to map out governance and financial management capacities in the region. The questionnaire has been piloted with four priority national societies, gone through final adjustments, and is now ready for application in the remaining ten national societies within the region. The objectives for this approach are: to create a profile of the societies in the region; to establish a methodology where regional expertise should be exhausted before international assistance is sought, and to use it to develop an agreement between the societies and the Regional Delegation describing the assistance required by the National Societies from the RFDD.

- *Assessment of national societies financial management systems.*

Throughout the quarter, the RFDD assessed national society financial management systems looking at activities that require support and possibly updating the financial and management procedures. Ethiopia, Uganda and Kenya are countries which have had support by country FDD for several years. Regional support is needed to phase out FDD presence in these three countries. Also, Eritrea has been supported strongly in this area due to the technical expertise of the Federation’s representative. French-speaking countries in the region have fallen behind where their Anglophone counterparts have received the lion’s share in the process of strengthening systems. Nevertheless, the national society’s of Rwanda and the Seychelles are in the stages of preliminary discussions on how to come on board in this process. Rwanda has a new Secretary General who has committed to strengthening its financial management system and to recruit a new Finance Director. With some support for 6 months, the National Society’s financial system will be up and running. The Seychelles will follow suit once the recruitment of a new head of finance is completed. This national society may provide possibilities for a coaching function at a later stage to other National Societies, especially in the Indian Ocean Islands. Selection of priority national societies for 2001 is based on the societies’ ability to adapt to change, transparency and credibility, as well as their willingness and commitment to enter into the process.

- *Improved management control and co-operation between branches and headquarters.*

The RFDD assessed the management plans of the four priority national societies resulting in the following findings. Firstly, that the majority of the NS in the region have embarked on decentralization processes and have reached different stages. Secondly, there are complicated factors which influence the process: number of staff employed at the branch level, division of responsibilities between central and local level, quality and quantity of work carried out and the level to which the process of decentralization has been effected within the NS. All NS agree that it is with this process that they need assistance from the delegate. Eritrea Red Cross is making progress in this direction, for this NS has already developed a set of procedures and a format to facilitate collaboration and reporting between the branches and the headquarters. Exchange of experiences between NS within the region is strongly encouraged and the Regional Delegation will work in all ways to facilitate this process. The plan to make this process a reality will take shape in the second quarter.

- *Improved NS financial systems and procedures taking into account existing capacities.*

The RFDD provided technical assistance in financial systems and procedures to the four priority countries. Support provided to these relatively well-functioning societies could lead to coaching of the other societies in the region. The RFDD reviewed the financial capacities of the three NS which have developed sound manual systems and would follow up by computerization of their accounts. The rest of the priority societies will be visited later to assess the relevance and timing of possible computerization.

- *Definition of roles and responsibilities of management functions with regards to financial authority and responsibility.*

During the quarter the RFDD made recommendations for update of financial procedures manuals to guide the daily financial operations of NS. She strongly urged that updating manuals should always be a priority as it is a basic requirement for implementation of transparent and effective financial procedures. The RFDD distributed an example of a financial manual to all NS to kick off the updating process. The first manual is being used as a model in Kenya and in Eritrea and a draft of the Uganda manual is being harmonized to accommodate standard procedures. The final manual will be given to Ethiopia Red Cross as the society has not as of today completed revision of their financial procedures manual. The RFDD has initiated revision of job descriptions for finance

officers and/or restructuring of finance departments; Uganda Red Cross and Kenya Red Cross have already started this process. Before the end of the third quarter, Ethiopia and Eritrea are anticipated to do the same to reflect their changing work environment.

- *Suggesting ways to improve budget preparation, budget control and reporting and monitoring procedures.* During the quarter the RFDD visited several countries and identified areas of improvement in planning, budgeting, implementing, reporting and monitoring. Specific action plans to improve these areas will be developed progressively in the year.

- *Strengthen the capacity of NS staff and arrange appropriate training when required.* The RFDD has not taken action on this activity yet. However, plans are to await until after the regional partnership meeting in June, after which she will develop the concept of on-the-job training largely in form of sub-regional exchange programs whereby NS in the region learn from each other's experiences.

- *Identification of ways in which NS become less reliant on external donor funding through local fund raising.*

The RFDD and the Uganda Head of Delegation conducted an evaluation for Uganda Red Cross to analyze experiences in the area of fundraising. The aim of this exercise was to come out with recommendations for a future NS organizational structure optimizing the exploration of new initiatives. The report and a concept paper will be shared in the forthcoming Partnership meeting.

### **New Developments**

The RFDD has adapted the Logical Framework Approach (LFA) applying this method in her planning, implementation and reporting and suggested the same to be done at the regional level to present strategies and use of LFA within each technical area.

The program is received very well by the majority of the partners. A common understanding for methodology and strategic approach for the program to operate effectively at regional level, with the National Societies in the region, and with several other bilateral partners has been agreed upon. Agreements for support to NS have been signed with Ethiopia, Eritrea, Uganda and Kenya. Rwanda and Seychelles are in the pipeline for the French speaking NS and will be dealt later this year.

### **Constraints**

Budgetary constraint is a cause for concern. So far, much financial support has come from Danish Red Cross and some from British Red Cross. An agreement with the Eritrea Red Cross to cover program assistance provided by RFDD will come from funds which will be administered by RC/RCSE.

### **Cooperation with others**

With the arrival in January of the OD-Francophone and the RFDD the development team at regional level is now complete. Delegates within these units have had regular meetings to integrate their efforts to support NS' long-term sustainable development goals. The Deputy Head of Regional Delegation has worked with the team to coordinate planning, define responsibilities and organize visiting schedules to various NS. Solid working relations have been established with NS and delegations in Ethiopia, Eritrea, Uganda and Kenya. The bilateral delegates of German, Norwegian, French, American and Danish Red Cross have created an enabling environment for collaboration. Technical support was received from the regional delegation. The core technical persons in the Secretariat (OD department and Finance Department) were kept informed on all initiatives undertaken.

### **Plans for the next quarter**

- First draft of strategy paper for the regional financial development program to present and discuss at the forthcoming Partnership Meeting.
- Five missions are planned for the next quarter as well as the one-week Organizational Development workshop in Geneva.
- Promotion of Finance Development at Regional Partnership Meeting in June.

The RFDD intends to provide support which brings about optimum functioning of the financial systems and have procedures implemented that are standardized between countries to maximize effectiveness. Already, she has solicited financial support from the Danish Embassy to meet this need for any NS with a sound and functioning system.

## **THE INFORMATION DEPARTMENT**

### **The program**

The information programme is difficult to evaluate in terms of pure impact - since it is not always clear from which source a donor or a beneficiary may have received information that leads to heightened awareness and response. However, it is clear that visibility not only enhances the work of the National Societies, but also leads to continued funding to carry out that work. Concrete evidence of this is seen from the information delegate's missions, when the National Societies' activities come under the international spotlight. The department covers the 14 NS in the region however this remit extends across the continent whenever events outside the region require coverage/ input from the information delegate for instance, the assignment undertaken by the delegate in Malawi and Mozambique, during this reporting period.

### **Achievement of objectives**

During the past quarter, the Regional Information Delegate went to Djibouti, for re-launch of the Djibouti Red Crescent Society which involved supporting and guiding NS leaders in dealing with the media. The specific activities were the coordination and organization of a press conference, press release and support to the regional delegation, ICRC and French Red Cross representatives, as well as accompanying leadership from Red Cross and Red Crescent Societies from Ethiopia, Uganda and Sudan as guest speakers to address the audience.

In Kenya, the delegate conducted a four-day field trip to Machakos district too contribute to the analysis of the drought operation with the visiting program evaluation team. Separate report available.

The Delegate went to Malawi and Mozambique on a two week long mission to assist FACT teams specifically in media relations - accompanying journalists, writing press releases, stories, taking video and stills etc. The regional delegate made contributions to the web site and Federation News during these trips.

Throughout the quarter, the Regional Information Delegate maintained contacts with Nairobi-based media houses and supplied material (including video footage to Reuters, SABC television from Malawi and Mozambique). The delegate advised Kenya Red Cross Society following the Machakos school fire tragedy in which 68 children died and many more injured, for interviews with international media.

The delegate continued liaising with the Secretariat media department by supplying web site/Federation News material); She held meetings and briefed visitors (including British Red Cross Information Representative ), and had discussions with the Nairobi-based ICRC Information Delegate on issues of internal co-operation and collaboration.

She provided assistance during the Kenya Red Cross Society-organised press workshop in Nairobi which helped the KRCS profile its new leadership and its future goals.

### **New Developments**

There is a proposal to make four five-minute films about Red Cross/Red Crescent activities across the continent, to be distributed to members of URTNA (Union of Radio and Television Network across Africa). Follow-up will be determined in the next quarter.

A complete review of the Information Programme is under discussion to integrate and adjust the growing constraints of the sustainability of the programme. A new Strategy will be developed in the next quarter and hopefully we can turn the problems into an opportunity to strengthen information coverage in the region.

### **Constraints**

The continued delay in hiring of an information assistant (due to budget constraints) and slow process of engaging an assistant from a neighbouring National Society (as proposed in the previous quarter) is putting a heavy burden on the general outputs of the program. This has led to omissions in information work while the delegate is away – for instance press releases are not issued, inquiries are left unanswered and media opportunities are lost in due course.

Insufficient funding is among the several problems which strain the productivity of the department. Generally information flow is very slow from the NS from whom data and stories are sought in order to promote their activities to a broader audience – i.e. web site and international press. National Society information departments lack skilled personnel and tools of the trade. The leadership of the NS have in general not fully acknowledged the critical part the information program plays in strengthening the Movement.

### **Cooperation with others**

The delegate presented to the all Africa Heads of Delegations meeting in January on information strategy. Comments showed that her services are greatly solicited by other regions. Cooperation also included regular liaison with fellow delegates to highlight their work and programmes as well as with partner NGOs and UN agencies.

### **Plans for next quarter/future**

- Work on projected series of four films on Red Cross and Red Crescent activities in Africa.
- Prepare and coordinate activities for 8th May - World Red Cross Day.
- Develop plan for rotation of information officers to come to Nairobi for on-the-job training.
- Investigate recruitment of an information assistant/ local journalists/ communications students who could assist in the department, either voluntarily for work experience or funded by a NS.
- Review Regional Information strategy to tackle constraints and challenges.
- Promotion of Information at Regional Partnership Meeting in June.

## **THE REGIONAL FINANCE UNIT (RFU)**

### **The Programme**

In the last quarter the programme has experienced steady growth in size coupled with incremental advances in the number of delegations reporting to RFU and the range of services provided by RFU. All delegations are planned to be reporting to RFU by the end of April, the last two being Burundi and Tanzania. A significant change to the original plan is that (RFU) will continue to report directly to the Secretariat for the present. However some of the financial analysis tasks will soon fall to Regional Delegation Nairobi Finance department with support from RFU, and should lead to a more efficient cash request preparation for Regional Delegation Nairobi.

### **Achievement of objectives**

The overall objective of the RFU is to provide cost-effective technical services through the RFU by:

- *Installing fully the RFU for the country delegations and representative offices in the region, to process and review monthly financial accounts and reports and provide advice and assistance on Federation financial systems, tools, budgeting and reporting*

During the first quarter, now that Business Objects software allows us to view the accounting database over the internet, CODA companies started to report to RFU including Eritrea, Madagascar and Rwanda. Financial returns for Uganda and Ethiopia were processed by RFU as early as January as had been planned. Financial returns from Sudan of the month of March have already come in and due to be processed in early April. Financial returns from Tanzania and Burundi will come in last. The new RFU analyst has come on board as of 1 March 2001, and is already through with the initial orientation and training programme. Both the analysts also participated in the new RDN induction course in March.

The head of Regional Finance Unit and the finance analyst traveled to Rwanda, Uganda, Ethiopia and Sudan. Each visit had individual characteristics and objectives, but visits were principally focussed towards an introduction to RFU reporting and a familiarization with finance staff and their current constraints. The

Uganda visit was carried out with the RFDD, and presentations to the SG/URCS highlighted the different roles and services offered by RDN in the field of finance. This will help in clarifying and disseminating to delegations and National Societies the different service scope of the different finance roles in RDN.

- *Provide training to delegates and finance staff to develop higher base skills in financial management and systems and to standardize and improve the technical and training skills of all RFU staff world-wide.*

A training of RFU analysts is still being discussed, and it is likely that a proposal will emerge over the coming weeks. More visits from delegation staff to RFU will be carried out after all the countries have been brought into RFU reporting. Priority remains with those delegations without a fully trained finance delegate - in each of these cases already, there has either been a visit by RFU to the delegation, or by the delegation finance staff to RFU, or both.

### **New Developments**

Through RFU a start-off testing of Project Compass/Oracle system, which will ultimately impact the whole information system for the Federation will be enacted. Uganda, Ethiopia, Sudan started reporting to RFU, supporting phase out of delegates. A financial analyst has come on board as of 1 March 2001.

### **Constraints**

In this quarter, we have identified the major challenges for the RFU that included working with technical departments to overcome the constraints caused by unsatisfactory telecoms access and software limitations, to ensure that these have as little adverse effect as possible on service delivery to supported delegations. Improved telecom access and the arrival of a new telecom delegate are still keenly awaited.

- *Internet applications:* We have become increasingly dependent on BusinessObjects over the internet to process accounts from CODA delegations. However poor connections mean that, in practice, we have to limit our use to a few basic reports rather than exploiting its full functionalism. Exhaustive tests in RFU Kuala Lumpur have helped to iron out a number of issues in the continuing development of the product, although even in Kuala Lumpur there is some frustration at the speed of access to some parts of the reports and the fact that it is not available with 100% reliability. The Financial Monitoring Report (FMR) continues to be our most reliable net-based tool and is used to prepare all month-end analyses of cash requests.
- *CODA:* Nairobi CODA system has worked with relatively few problems during the quarter. We have been involved in assisting client delegations to follow up their CODA problems. Still the CODA support seems stretched, and certainly inadequate in the case of Uganda, which was out of action for almost six weeks.
- *BuSy:* The programme is easy to use and an improvement on its predecessor FBS. Our visits to delegations have mostly included an element of training in BuSy or at least upgrading its version. Some problems have been noted where installation of the software affects the memory or other functions of the computer on which it is installed.

### **Cooperation with others**

There is constant internal co-operation with finance, management and programme staff in the Regional Delegation Nairobi office, country delegations, the Secretariat, other RFUs e.g. with Regional Finance Development Delegate (RFDD) especially during missions. This co-operation is important for it works to promote understanding within NS and delegations of our different but complementary roles, feedback to RFDD of information especially regarding Rwanda and Sudan was very useful during this quarter. More, co-operation has been done within other areas through time invested in the systems testing programmes; donor co-operation e.g. with Somalia reporting to British Red Cross and DfID when acting RFAD; contact with external audit firms e.g. in preparation for the Tanzania evaluation team and assistance with progress of office study, etc.

### **Plans for the next quarter/future**

- The last two delegations in the region, Burundi and Tanzania, will report to RFU starting with their April accounts. At that stage, RFU Nairobi is "fully operational" with the whole region supported, and the vast

majority of our work will be carrying out the functions listed in the RFU terms of reference on a regular monthly basis. While important, this will not make for very interesting reading in future quarterly reports!

- Practical plans will be prepared and implemented for the phase out of Madagascar and Kenya delegations and follow up of financial reporting on remaining Federation funding with the NS.
- Support will be given to the planning process of the Regional DP programme supported by DfID, covering Ethiopia, Rwanda, Sudan, and Regional Delegation Nairobi.
- Promotion of RFU at Regional Partnership Meeting in June.

## **THE REGIONAL LOGISTICS UNIT (RLU)**

### **The Programme**

The new year brought a vibrant but difficult start for the RLU. There were drastic changes and shuffling of staff within the procurement and transport departments, some expected, some not, but which created opportunities for innovative ways of work and motivated upgraded staff. These transitions within RLU created a gap resulting in a temporary shutdown of the departments. On a more positive note, in spite of the many challenges in the quarter the RLU had many rewards and made progress as well. The first regional exchange delegate and an intern were working in the Unit and they made contributions found to be positive experiences for the Unit.

The RLU is determined to accomplish its objectives and goals in order to improve the Unit's effectiveness and streamline processes to provide reliable and efficient services to its clients. This will be achieved by drawing on the capacities of its three major departments: Procurement, Freight/Transport, and Warehouse departments.

### **Achievement of objectives**

During the quarter, the head of the regional logistics unit made visits to two NS in the region. One mission was to participate in a logistics workshop held in Kigoma, Tanzania for all logistics staff dealing with the refugees operations within the Region. Another mission was made to the Uganda Red Cross to evaluate the capacity within the logistic unit at the field operations level and compare to the capacity at the head quarters. Recommendations were provided.

The head of the regional logistics unit developed a questionnaire to send out to all NS in the region for obtaining valuable information to create a regional mapping strategy that allows for better response to emergencies and disasters. There has already been feedback received from the country delegations and NS which is very encouraging.

- *Procurement:* During the quarter, a new procurement officer was recruited whose responsibilities include making requisitions and procurement for the whole regional/country delegations and for the bilateral offices. A process which establishes a regional human resource database within this department has started in view of developing viable logistics within the region. This task was conducted by a Sudanese RC logistics staff person as a part of the regional exchange programme. His presence is an outcome of the recommendations of the regional logistics workshop held in December 2000. This has proved to be a good experiment in the exchange for knowledge and expertise in the region.
- *Freight & Transport:* During the quarter, the two departments were merged in order to utilize better the resources available in the Unit. Through this merger the transport section will not only be concentrating on the regional fleet dispatch but all issues related to transportation services i.e. local/regional/international transport and regional fleet management. The transport department has continued a close working relationship with the fleet base in Abu Dhabi. The issue of re-establishing a regional fleet management in Nairobi is still under discussion. The whole process to reach an agreement on how this will be managed continues to create some tension between the base in Abu Dhabi and Nairobi. In the past quarter the freight section cleared and shipped a total of 4.2 Mt. of medical supplies to Somalia, an increase by 22% compared to last year. There was a movement of 71 Mt. of relief items from the warehouse during the first three months of the year. This includes shipments to Somalia, Sudan and Burundi. While the first 2.5 months of the quarter were accident free, the remaining two weeks reported four vehicles with minor accidents.

- *Warehouse:* The warehouse manager completed the Basic Training Course in September 2000 and left the RLU on a four month mission as warehouse manager in India. In the meantime, the freight assistant assumes some responsibilities at the warehouse. In January, the RLU experienced floods in the warehouse (which is sublet from Kenya Red Cross) and certain areas got waterlogged resulting in damaged pumps, pipes and stationery.

### **New Developments**

The RLU is in the process of compiling a database of suppliers for local and regional disbursement. This will increase the knowledge of the market and will make the procurement process faster and efficient. Registration forms have been sent to around 300 suppliers. This is a continuous exercise that will eventually ensure a fair and efficient relationship with the most competitive suppliers. The previous Local Purchase Order (LPO) Data Programme has been reintroduced to improve the current administrative procedures in the procurement department. Through this programme the RLU will be in a position to inform its clients on the status of their requisitions. With further tuning of this programme, the administrative duties will be drastically simplified. The transport department is exploring possibilities of transporting the Regional Delegation staff to and from town through a commercial company instead of using its own vehicle/drivers, as means to obtaining more cost-effective transport for staff.

### **Constraints**

The search and constant failures for a suitable candidate to provide the much-needed support in the Telecom department remains an arduous task. This situation halted all regionally co-ordinated activities and requests in the area of telecommunication. The flooding of the RLU warehouse at the Kenya Red Cross compound halted the last part of the improvements of the storage facilities. Discussions are underway with the Secretary General of the Kenya Red Cross on how to stop the flooding in the complex. A new revision of the cost recovery systems was to be carried out in the first quarter of the years

### **Cooperation with others**

The head of the regional logistics unit is part of a task force, which will establish a Regional Response Team (RRT). The task force met twice during the quarter to discuss the curriculum of the training. A total of 8 regional selected staff (2 health, 2 Watsan, 2 relief and 2 logistics) will receive a 10 days training in July 2001. After which the teams will be on stand by for a regional response to small and medium disasters.

The floods in Malawi and Mozambique opened once more the door for closer co-operation between the Harare Logistics Department and the RLU in Nairobi. Not only did the RLU share the prices and availability of relief items but also there was co-operation to resolve the transport problems in Malawi. End of March the RLU sent two of its vehicles to Malawi for six months for use in the recent flood operation .

The RLU has closer co-operation with the logistics base of ICRC, Nairobi. In one instance the ICRC Logistics base has acted as a supplier and transporter for the supply of tarpaulins to Buj earthquake in India. On another occasion there was an exchange of spare parts and technical knowledge on telecom. issues.

The RLU assisted the Kenya Red Cross through the prompt response for the floods in Kisumu district and the school fire tragedy in Machakos district in Kenya. Tents and biscuits were dispatched from the RLU stock to the flooded area, while vehicles were put at the disposal of the KRCS to assist in the school tragedy.

### **Plans for next quarter**

- Recruitment of a Regional Logistics Officer (LO) in April whose main duties will be to oversee the daily management of the Unit.
- Meeting between Head of RLU and Regional Logisticians will be held in Geneva in May on streamlining the Nairobi regional fleet management base.
- Secretariat is looking into co-operative funding to establish a regional telecommunication unit. Also, to fill the gap in the IT department, RLU is considering to station a help desk with a representative on an allotted time basis at the RDN offices to attend to IT issues.
- RLU will revise its budget for the year 2001 and will investigate a better pre-positioning of emergency stocks for better response.

- Promotion of RLU at Regional Partnership Meeting in June and logistics support to the preparation of the meeting by all RLU staff

## **REGIONAL COORDINATION AND MANAGEMENT**

### **The Programme**

As an integrated part of the Regional Delegation work and in the same respect as all technical programmes, coordination and management are essential elements of a well-functioning delegation. The delegation devoted special attention during the quarter to improve systems, human resources and external relations in order to develop effective services and links to national society as the Regional Serving Leader and as an extension of Secretariat strategy and policies. Innovative ways of advising, facilitating, coordinating, representing and advocating for Red Cross issues in the region and to the national society (meetings with embassies, UN, etc., support to country HODs, missions, media, budgets, governance, bilaterals, fund-raising, office relocation) have been developed.

### **Achievements of objectives**

Cost-effective services through the Visitors Service, the Reporting Service, the Human Resources Service and general administration to all national society and bilateral liaison offices in the.

- *Visitors service:* the Regional Delegation provided 215 airport pickups, obtained 23 visas for foreign countries, organised 103 hotel bookings, and made 50 flight bookings for visitors, national societies, delegates, and bilaterals. The installation of an implant at the visitors service office is completed and operational which provides the regional delegation the capacity to obtain maximum pricing advantages for flights, reduce paper work, and generate lower fares than was previously possible. As per agreement with Kenya Airways, the Federation will be reimbursed a percentage of its expenditures based on volume of business. We will continue to explore similar possibilities with other airlines.
- *Human Resources Service:* Following the 2000 Performance Appraisals for all staff, training recommendations have been planned. A stylesheet has been developed to help management to make quick decisions.

To realise a long-held goal to provide basic training in the Red Cross history, mandate, and principles, an induction course was developed and conducted in March 2001 in four sessions, each lasting a day reaching 51 RDN staff and volunteers. The course provided participants with an understanding of how the Movement developed, the different functions of the bodies of the Movement, how the Federation is funded and how these resources are channelled to meet objectives. Several staff have since become members of Kenya Red Cross. The plan for the next step is to host standard 10 hour First Aid Courses for RDN staff. The Kenya Red Cross will conduct the courses in the second quarter.

A special security session conducted by EARS, the security alarm company, was organised for RDN and bilateral delegates which contained participatory exercises on handling carjacking and break-ins. A similar exercise will be organised for local staff.

- *Coherent and integrated approach by all regional programmes within the regional implementation of strategy 2010 at the country level.*

The Deputy head of regional delegation continued to support the Capacity Building Unit delegates to integrate their support to national society and country delegations. The quarterly team management meeting, attended by all delegates and bilateral delegates in Nairobi, took place on 19-25-26 of January, at which support for the coming quarter and projections for the rest of 2001 was coordinated (report available). Support is ongoing for the scaling up of ARCHI, HIV-AIDS, and Food Security programmes in the region through RDN technical delegates on a country-by-country basis in line with Ouagadougou commitments by national societies. Preliminary work has begun on coordinating the development of the new generation of CAS strategies, which will also be covered at the June Partnership meeting. The first meetings between technical delegates (Watsan, Health, Logistics and DP) were held to develop the new concept of Rapid Response Team (RRT). A Health Workshop has been organised on 5-9 March to review the regional health network and scale up HIV-AIDS and the first regional Twinning meeting was held on 26-28 February to review and agree on the concept.

- *Co-ordination of implementing global, regional, bilateral programmes in the 4 core areas of Strategy 2010 and within African priorities of: Health and HIV/AIDS, Food Security.*

From 21 to 24 January, Africa Department in Geneva invited the all Africa Management Team (HOD and Geneva desks) and some technical officers to meet in Nairobi. The meeting, organised through RDN, aimed at analysing the structure of the Federation in Africa to match with the requirements of Strategy 2010, Ouagadougou Declaration, Africa Review and to agree on the new CAS/RAS process. This was a very useful meeting allowing all HODs to share their concerns and get direct inputs to understand the situation. Preparation for the Annual Regional Partnership Meeting has started, this objective will be covered in June .

- *Assistance to 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.*

With the arrival of the French-Speaking OD delegate and the finance delegate, the OD Team is now complete. This has much facilitated the work of the HORD who was backstopping programme support to some national societies. Joint missions were conducted in Djibouti (6-8 January) for the re-launch of the national society, in Sudan for the Partnership meeting (11-14 February), in Somalia (20-24 February) to be familiarised with the Health Programme in view of the July national meeting and in Kenya (30 March-1 April) for the Governance workshop and the briefing of the new Secretary General. The head of regional delegation gave a detailed briefing to the ROD-F about Madagascar, Seychelles, Mauritius, Comoros, Djibouti and Burundi. Discussion started with leaders of Rwanda, Sudan and Uganda on the future Federation structure and exit strategies for their delegations in line with the recommendations of the Africa Review.

- *Representation of the Federation in the region and advocacy 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.*

In general, regional technical delegates attended meetings on health, HIV-AIDS, Food Security, Capacity Building, Branch Development and Volunteers. During the quarter, the Federation was contacted by UNHCR-Kenya on a potential involvement of the Red Cross in the management of the refugees camp of Kakumat in the North of Kenya, currently run by Lutheran World Foundation. Later LWF contacted the Federation to share views and the Federation's experience with its new Strategy 2010 since LWF is embarking on a similar long-term planning exercise. It was an opportunity to get information on Kakumat camp and understand the situation which has lead UNHCR to look for other partners. The head of regional delegation and 3 other regional delegates participated in the USAID/OFDA meeting to develop OFDA's new strategy in Eastern Africa which will focus on Health and Food Security. The Federation continues to participate to the OCHA monthly Steering Committee with a selected group of people from UN agencies and embassies to discuss the Great Lakes situation and share opinions in an informal way. On 28 March, the Federation participated at the celebration of the opening of a Kenya Girl Guide Association centre for street children, especially girls, in the slum of Kibera; contacts will further continue with Kenya Red Cross.

Relations with ICRC are very strong in the region and in Nairobi in particular. Regular meetings (weekly or bi-weekly) are held to discuss common issues (security, personnel, logistics) and much has been achieved during this quarter to adopt common positions. A special task force has been created to increase technical co-operation in Logistics and to consider a regional framework agreement.

The President of the Spanish Red Cross was introduced to the Regional Delegation during his visit in Eastern Africa (Tanzania, Kenya and Ethiopia). The role and activities of the Spanish Red Cross in the region were discussed with a focus on more coordinated involvement of Spanish Red Cross with the Federation delegations.

- *Implementation of General Assembly recommendations on Integrity issues, transparency in Red Cross activities, good and effective communication between governance and management.*

The major achievement in this objective is the Governance workshop of Kenya Red Cross held on 30 March and facilitated the Director of the Monitoring and Compliance Division in Geneva.

- *Mobilize global resources within the region:* Efforts for this quarter concentrated on mobilizing resources from WFP to ensure the proper closure of the Machakos operation in Kenya and with UNHCR to work in partnership with Kenya Red Cross in the relief operation to assist Tanzanian refugees in Mombassa. A letter was sent to all embassies in Nairobi about the arrival of the new Secretary General of Kenya Red Cross to encourage them to reconsider the national society as a reliable partner which was much appreciated and positive feedback came though.
- *Development of Human Resources exchanges, partnerships, recruitment of country-contracted staff, regionally deployed staff, consultants, delegates; implement and use effectively the Human Resources database; coordinate and provide adequate training to the Regional/country delegations and national society staff.*

As part of the new Human Resources policy about regionally deployed staff, the RDN agreed to second the RLU warehouse manager in January to the India relief operation for the Gujarat earthquake; recruitment of a second staff is in the pipeline. A Sudanese Red Crescent logistician came to Nairobi RLU for one month as the first regional exchange of the year. Negotiations have started with Uganda for an Information Department exchange. Several technical consultants were recruited and the RDN improved the recruitment process and in particular the contract, the selection, the appraisal and the registration in the regional human resources data base.

### **Cooperation with others**

Contacts have increased with colleagues from other African Regional Delegations allowing sharing of experiences, views and opinions on common issues. Strong ICRC links continue in every country of the region. Regular contacts exist with all UN agencies in Nairobi and Habitat and UNEP in particular. New contacts with NGOs like LWF, KGGA have started.

### **Outstanding needs**

The regional delegation requires further contributions to carry out its planned activities as well as delegate support.

*For further details please contact: Josse Gillijns; Phone: 41 22 730 4223; Fax: 41 22 733 03 95; email: gillijns@ifrc.org*

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

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

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Head a.i.  
Relationship Management Department

Bekele Geleta  
Head  
Africa Department

East Africa Regional Programmes						ANNEX 1
APPEAL No. 01.10/2001		PLEDGES RECEIVED				15.06.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>4'819'204</b>		<b>TOTAL COVERAGE 35.4%</b>
CASH CARRIED FORWARD						
AMERICAN - GOVT/PRM		290'000	USD	507'500	14.05.2001	
AMERICAN - RC		7'000	USD	11'992	08.05.2001	REG. PARTNERSHIP MEETING
FRENCH - RC		30'000	FRF	6'948	21.05.2001	REG. DEL. NAIROBI - EA REGIONAL PARTNERSHIP MEETING MOMBASA
BRITISH - RC		15'000	GBP	37'050	17.01.2001	DP PROGRAMME DELEGATE
BRITISH - RC		15'000	GBP	36'900	24.04.2001	WATSAN PROGRAMME
BRITISH - RC		8'000	GBP	19'680	05.04.2001	PARTNERSHIP MEETING
BRITISH - RC		10'000	GBP	24'600	09.05.2001	REGIONAL RESPONSE TEAM
BRITISH - RC		5'506	GBP	13'545	17.05.2001	REGIONAL FINANCE DEVELOPMENT
BRITISH - GOVT/DFID				250'000	21.03.2001	
BRITISH - RC				6'765	03.06.2001	REGIONAL FINANCE DEVELOPMENT
CANADIAN - RC/PRIVATE		3'060	CAD	3'312	20.04.2001	
DENMARK - GOVT				50'000	15.05.2001	REGIONAL PROGRAMMES
FINNISH - RC		42'047	EUR	63'882	28.05.2001	REGIONAL PROG. & MEETING
GERMAN - RC		50'000	DEM	38'835	03.05.2001	WATER/SANITATION
NETHERLANDS - RC				15'000	11.05.2001	PARTNERSHIP MEETING
NORWEGIAN - RC		50'000	NOK	9'415	04.03.2001	PARTNERSHIP MEETING
SOMALIA - RC		292	USD	500	24.05.2001	RC-NET
SPAIN - RC				5'000	23.05.2001	REG. DEL. PARTNERSHIP MEETING
SWEDISH - RC		500'000	SEK	86'850	07.02.2001	
SWEDISH - RC		100'000	SEK	16'850	10.05.2001	REGIONAL MEETING
SWEDISH - GOVT		1'100'000	SEK	186'890	17.05.2001	INSTITUTIONAL DEVELOPMENT, HEALTH
<b>SUB/TOTAL RECEIVED IN CASH</b>				<b>1'391'514</b>	<b>CHF</b>	<b>28.9%</b>
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
USA	DELEGATE			59'959		
BELGIUM	DELEGATE			29'404		
DENMARK	DELEGATE			57'823		
SWEDEN	DELEGATE			24'805		
GREAT BRITAIN	DELEGATE			76'714		
SWEDISH - GOVT		400'000	SEK	67'960	16.05.2001	
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				<b>316'665</b>	<b>CHF</b>	<b>6.6%</b>
<b>ADDITIONAL TO APPEAL BUDGET</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>SUB/TOTAL RECEIVED</b>				<b>0</b>	<b>CHF</b>	
<b>THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:</b>						