

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 REGION

7 September, 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. 2; Period covered: April - 30 July, 2001 (last Programme Update no. 1 issued 18 June, 2001)

“At a Glance”

Appeal coverage: 48%

Related Appeals: 11/01 (Sudan: Drought); 12/01 (Ethiopia: Meningitis); 24/01 (Sudan: Floods)

Outstanding needs: CHF 2,507,637

Update: With an almost complete staffing structure, the Federation’s Nairobi Regional Delegation (RDN) is responding to the humanitarian needs within the region and performing in its evolving role as an extension of the Geneva Secretariat. The RDN is adapting to a trend of increasing bilateralism as well as to the structural and operational initiatives of the Secretariat, in the process continuing to keep lines of communication open with all partners, attempting to respond to their needs, and striving for continual improvement of its services. To reach its full potential, more financial support to the delegation is required.

Regional Disaster Preparedness and Response

Objective 1: *To build up or strengthen food security (FS) capacities and programmes at the regional and national levels.*

Based on the Kenya Red Cross Society (KRCS) and Federation assessment mission of the integrated food security programme in Machakos district of Kenya in January 2001, the Disaster Preparedness (DP) delegate and the KRCS have prepared an integrated food security programme focusing on agriculture and health (for which funding will be sought in the third quarter). A copy of the draft proposal is available at the RDN. The programme will be implemented at the start of 2002 in the 12 divisions of Machakos district over a period of six years (two divisions per year).

The DP delegate also held discussions with the Spanish Red Cross (SRC) over the possible involvement and roles of the Nairobi Regional Delegation (RDN) in the SRC’s proposed plan to submit bilateral proposals to the European Union (EU) with the National Societies of Ethiopia, Rwanda, and Burundi. The SRC has already submitted a proposal for the Sudanese Red Crescent. These discussions will be finalized in the third quarter.

At the Federation's Partnership Meeting in Mombasa the food security session involved external institutions, including the European Union (EU), the World Food Programme (Vulnerability Analysis and Mapping or WFP-VAM), the Food and Agriculture Organization (FAO), the United States Agency for International Development/Office of Foreign Disaster Assistance, and the ICRC, each of which presented their food strategy for the region and possible areas of cooperation. National Societies from Ethiopia, Sudan, Rwanda and Kenya also presented their food security experiences and plans. These sessions proved to be very useful as many national societies have since reported that their FS planning and programming will be influenced greatly by what they learned during the session.

The three national societies covered by the Federation, DfID, and the DP/R Partnership (Rwanda, Sudan and Ethiopia) are planning to implement food security projects. Rwanda is planning to establish a community based food security monitoring system, and to this end the Federation is trying to establish strong links with WFP-VAM and USAID's Famine Early Warning System (USAID-FEWS). Ethiopia will be widely disseminating its cash for work report, preparing longer-term food security programmes and establishing a food security strategy. Sudan is preparing a drought contingency plan. Copies of detailed draft log frames; time frames and budgets are available at the RDN. **The following food security-related meetings were held:**

- Food and Agriculture Organization (FAO):** The delegate held a meeting with the FAO Regional FS officer in May 2001 who covers Kenya, Somalia, South Sudan, Tanzania, Rwanda and Burundi. The discussions focused on Kenya and Somalia, since these countries have concrete FS plans. In Somali, the FAO has a long-term initiative in livestock and is currently undertaking research on Rift Valley Fever to determine whether there is any scientific correlation between the disease and trade with the Gulf. It is basically an advocacy role to prevent future export ban and will culminate into importers and exporters being brought together in a conference to design future strategies. (This could be a possible advocacy area that the Somali Red Crescent would like to engage in). FAO is also administering the famous Food Security Assessment Unit (FSAU) in Somali after it's recognition of the Somali Red Crescent not only as an important source of information, but also as a potential key player and partner with specific roles, responsibilities and rights. (This is another crucial area for the Somali Red Crescent, given its excellent clinical network). The Delegate has briefed both the Somali head of delegation and the Somali Red Crescent Secretary General (SG) about his discussion with FAO, and suggested a joint follow up meeting with FAO. The head of delegation and the Somali Red Crescent are to follow up on this in the third quarter. In Kenya, FAO coordinated the seed distribution programme during the drought emergency situation in Machakos district. As a key player in the national FS Unit based at the Office of the President, FAO intends to engage in longer-term plans in Machakos based on the inter-agency assessment of January. The DP delegate has briefed the Kenya Red Cross over these discussions and together are planning a follow up meeting with FAO. The delegate's discussions with FAO also touched broadly on regional exchange, training and technical support. The FSAU was identified as one of the best places for on-the-job training for FS monitoring systems. The DP Delegate recommends that staff from Rwanda Red Cross come for training by FAO-FSAU and WFP-VAM, in order that they replicate what they learn in their planned DfID FS component. The delegate has taken up the issue with the Rwanda Red Cross and the RDN. The Rwanda Red Cross is to suggest tentative dates for this exercise so that the DP delegate can make arrangements with WFP-VAM and FAO.
- World Food Program Vulnerability Analysis and Mapping Unit (WFP-VAM):** The DP delegate held a meeting with the WFP-VAM Regional Officer in May. VAM is involved in vulnerability analysis, needs assessment, early warning (EW), contingency planning, and monitoring & evaluation. This makes them quite influential in policy making on FS issues. Currently VAM is working with CARE on the Coping Strategy Index (CSI) in Kenya. This is a community based vulnerability analysis tool that is quite valid and useful for the Red Cross and Red Crescent Movement. WFP is decentralizing and their VAM office will be moved to Kampala to cover 13 countries in the Great Lakes, Horn of Africa and Southern Africa regions. Their priority countries for the rest of 2001 are Rwanda and Burundi. At the regional level, discussions are ongoing with WFP-VAM on the possibilities of regional mapping cooperation through a Memorandum of Understanding. Eventually this would become a bilateral agreement between WFP-VAM and the Federation, but it is hoped that other regionally based NGOs will join in so as to have one mapping front with

a stronger influence on policy makers. The DP delegate and the Regional Relief Officer (RRO) also attended an informal FS session conducted by WFP-VAM and CARE about their joint research pilot on the Coping Strategy Index (CSI) on 14th June. The CSI is used to measure the impact of food aid on community coping strategies, and can be used both as an assessment tool (before intervention) and as a monitoring tool to measure changes. It is a very simple method that suits the Red Cross and Red Crescent volunteer base. The CSI is one of the tools the RDN is trying to adapt for the Rwandan Red Cross to use in their community based FS monitoring system, and WFP-VAM promised to provide technical support both from the Regional level (Kampala, as of August), but most importantly at country level in Rwanda.

- **Meeting with World Food Programme - Kenya (WFP):** The DP delegate, together with the Kenya Red Cross and the Federation Programme Coordinator, held a meeting with the WFP Kenya Country Director in May. Discussions centered on WFP's Food For Work programme (FFW) and on WFP's concern that the Kenya Red Cross would not be taking part in the FFW programme in Machakos district. The Kenya Red Cross has reassured the WFP of its continued cooperation in the FFW programme where the priority division is Masinga, the most drought affected of the 12 divisions in the district in which the total target for FFW is 74,000 people. A German NGO, German Agro Action, is taking up 24,000 people, and proposes that the Kenya Red Cross handles the balance. The WFP director also proposed that WFP and Kenya Red Cross cooperate in WFP's new food for development programme. This would link up nicely with the Federation's proposed integrated FS programme (e.g. using food to construct household stores, community seed banks etc). WFP and the Kenya Red Cross are to meet in the third quarter to discuss the details. In June, the DP delegate and the RRO attended a meeting on Chronic FS vulnerability organized by the Government of Kenya and WFP at which a consultancy team presented the results of their research in Kenya. The study report will be available soon from WFP. It is clear that WFP is increasingly moving away from food aid into the developmental side of addressing chronic food insecurity situation. They have indicated very clearly that they wanted other agencies (including the Red Cross and Red Crescent) on board. During this meeting also, the DP delegate had the opportunity to chat with the USAID-FEWS representative who were interested at the prospect of cooperation with the Red Cross and Red Crescent on community based FS monitoring systems like in the Sudan during the mid-1980s.
- **Office of Foreign Disaster Assistance-African Regional Office (OFDA-ARO):** Introductory meeting to determine the areas of interest were held in May and will be followed up in the third quarter.

Objective 2: *To improve readiness for potential public disturbances and population movement*

- **The upcoming Kenya general elections, 2002:** Responding to the potential for public unrest or disturbances, the regional DP delegate entered into discussions with the Kenya Red Cross that resulted in a draft contingency plan and budget. The contingency plan will focus on the major towns, including Nairobi and other hot spots in the country. Further details are contained in the draft contingency plan available at the RDN.
- **Japan International Cooperation Agency (JICA) (Post-Conflict Reconstruction and Conflict Prevention Programme):** The DP delegate held a meeting with JICA's Project Formulation Adviser on 8 May over this new initiative that covers Tanzania, Kenya, Eritrea, Ethiopia, Rwanda, Burundi. It is based in Dar-es-Salaam and its main goal is to address the gap between emergency and development in conflict situations, and peace building, especially for host communities. The Japanese Embassies in Nairobi and Rwanda are looking for programmes to fund and the RDN could approach them about the Kenya Red Cross General Election contingency plan. Their office in Kigali is looking for information from NGOs and would like to linkup with the Rwanda Red Cross and the Federation.
- **Rwanda Vulnerability Capacity Assessment (VCA) contingency plan:** As part of the Federation and DfID Partnership, the Rwanda Red Cross is planning for a VCA in order to put in place contingency plans in strategic branches. The Rwanda Red Cross will work closely with the Uganda Red Cross on this plan through exchange programmes. More details on this is available at the RDN.

- **Great Lakes annual inter-agency contingency planning meeting:** This annual meeting is organized by OCHA-Nairobi and was prompted by the unpredictable political changes in the sub region, which might lead to dislocation of huge numbers of people. This year's meeting took place on the 7-8 June and was attended by 5 UN agencies (OCHA, WFP, UNHCR, UNICEF and UNESCO) and 6 regionally based NGOs/organizations (World Vision International, OXFAM, SCF-GB, GTZ, ICRC and RDN). The Regional Relief Officer (RRO) represented the Federation at the meeting, whose aim was to review the current situation in the sub-region in respect to the current refugees and Internally Displaced Persons (IDPs) caseload, and the possible scenarios for the next 6 months. The humanitarian consequences of possible political changes were also discussed. The existing humanitarian needs and the needed regional assistance were also reviewed at the meeting. More details can be obtained from the RDN.
- **Burundi Contingency Plan:** A contingency plan for the possible repatriation of some 448,371 Burundi refugees from Tanzania was drafted by the RRO. It focused on food and non-food requirements and medical supplies, in addition to identification of possible entry points and strategic branches in Burundi. However, based on the outcome of the Great Lakes annual meeting, the repatriation is seen as unlikely. Instead, the RDN will now provide technical support to the Burundi Red Cross and delegation in preparing a contingency plan for IDPs. A sub regional SPHERE training supported by DP/R department in Geneva is planned for August/September to involve Burundi, Rwanda, Uganda and Tanzania. Following the training, a contingency planning session will be conducted for Burundi, based on the results of the inter-agency assessment mission led by OCHA, whose results are expected in July or August.

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

As part of the Federation and DfID regional DP/R partnership, the Sudan Red Crescent is planning to prepare a contingency plan for floods in Khartoum and the River Nile States. The plan will focus on training of Red Cross Emergency Teams, and public awareness campaigns, among others, in 2001 (for more details contained in the Sudan log frame for the partnership).

Based on the DP Delegate's meeting with FAO on FS (discussed earlier), there is some possible cooperation between the Somali Red Crescent and FAO on floods preparedness. FAO is actively engaged in flood preparedness in Southern Somalia and is considering getting the involvement of the Red Cross and Red Crescent. The Somalia delegation and the Somali Red Crescent are to do the follow up in the third quarter.

Objective 4: *to conduct vulnerability and capacity analyses (VCA) in order to better inform DP policy and planning.*

- **Kenya Red Cross Society 2002 - 2004 Strategy Framework for DP/Response:** Technical support was provided to the Kenya Red Cross by the regional DP delegate to prepare a 3-year strategic plan, the draft of which is available at the RDN.
- **The DfID Partnership on DP/R:** A planning meeting for the Federation and DfID Partnership on DP/R in the region was organized by the RDN on the 23-25 May 2001 and attended by the Secretaries General and Heads of Delegation from Ethiopia, Sudan, and Rwanda; the DP/R department-Geneva; the British Red Cross; and RDN representatives. The meeting agreed on key action points to kick off the Partnership (time frame, focus, roles and responsibilities, expectations, management, etc.). Under DfID partnership, three national societies of Rwanda, Ethiopia and Sudan are planning to establish DP policies. The Rwanda Red Cross DP policy is to commence in 2001, and will place heavy emphasis on exchange with the Uganda Red Cross in order to replicate their rich experience with VCA DP policy and planning. Similarly, the Ethiopia Red Cross is planning to go through the VCA exercise to update and establish DP policy and plans at branch and national levels. The Sudanese Red Crescent is to establish community based disaster preparedness (CBDP) where the idea is to improve their response (both speed and effectiveness), but also to take some mitigation measures through involving community organizations.

- **Regional Response Task Force:** The RRO continues to chair the Regional Response task force meetings. Meetings were conducted during the quarter, and attended by all members (logistics, health, watsan and DP delegates) to finalize the RRT training and the Burundi contingency plan.

Constraints and Solutions

- Funding for the 2001 Emergency Appeal during the quarter was low. New partnership and funding from other regionally based agencies have been sought, with good progress made on the FS front. Discussions were also held with PNSs during the Partnership in Mombasa where some good promises for funding were made by the Swedish Red Cross and the Spanish Red Cross, among others.
- Management of the DP stocks in the warehouse: some DP supplies were issued to some countries without the approval of the RRO. In a bid to avoid any future incidents like this, a full inventory of the DP stocks was undertaken by the RRO and a stock approval format designed and circulated to control stock movement.
- The RRO has been without a computer since his recruitment in January, which has been a cause of a lot of inconvenience and delays in his work. He is currently using an old laptop that was revived by the RLU.

Regional Health and Care Programme

Africa Red Cross and Red Crescent Health Initiative (ARCHI) 2010

Objective 1: *To promote and implement the ARCHI 2010 strategy/activities as the regional focal point, in order to support the national societies in the process of implementing the key health interventions according to the targeted priorities that they have identified, and to assist them in building local and regional partnerships.*

All 14 National Societies are now developing HIV/AIDS country plans, which are expected to be ready by December 2001. In March 2001, the Regional Health Task Force together with the Secretariat health department designed a format for developing HIV/AIDS country plans. The Africa Department at the Secretariat also developed a complementary format to elaborate these plans, which have been sent out to all National Societies through the Regional Delegation. All National Societies are being offered assistance in developing their country health plans by the Regional Health Department in collaboration with the Regional Health Task Force members. Six national societies (Burundi, Ethiopia, Madagascar, Rwanda, Somalia and Uganda) finalized their plans using the new format in the first round in June 2001. In the second round of the HIV/AIDS country plans, eight national societies have started preparing their plans. The new HIV/AIDS coordinator for the region will start his mission at the RDN at the beginning of July 2001. His first period will focus on following up and providing support on the development of all country plans in collaboration with the regional health delegate.

For purposes of monitoring progress in country health plans, the Health Delegate has requested all National Societies to report on their health programmes to the Regional Delegation Health department on a biannual basis. The reports are to conform to a bulletin format that was developed by the Regional Health delegate and sent out to the national societies health departments in March. These reports will enable the health delegate to get an overview of the health programmes and how best to plan for support to the different national societies. Only one national society has so far given an update on its ongoing health programmes. The formats and a reminder have been sent out to all national societies again.

The Regional Health delegate went on mission to Burundi in May to carry out a workshop on ARCHI tool kits, volunteer management system and HIV/AIDS country plans. The laminated ARCHI tool kits for volunteers' health activities have now been sent out from Geneva to the Regional Delegation. The Regional Health delegate will distribute them and assist the national societies in planning for workshops on the tool kits and their implementation.

At the annual Partnership Meeting in Mombasa, the regional health delegate made a presentation in plenary session on scaling up HIV/AIDS in addition to holding meetings with counterparts and partners. At the Regional

Health Department's stand during the Partnership Meeting programme exhibition, HIV/AIDS materials were disseminated and samples of the tool kits distributed to the participants.

Objective 2: *To provide technical support service to National Society/Federation health programmes, in collaboration with technical delegates for reproductive health, water and sanitation, relief, disaster preparedness and institutional development programmes, whenever it is an asset.*

Planning meetings on the Regional Response Team (RRT) were done in collaboration with the DP/R, Logistics and Watsan delegates. Each national society had the opportunity to propose a health candidate for the upcoming creation of the RRT for small and medium disasters. The health delegate has found additional funding for the health component of the RRT training and will continue to develop the health content of the training which will be conducted with a resource person from Southern Africa Regional Delegation (the Regional Health delegate).

A questionnaire from Geneva on information on tuberculosis (TB) was answered on the region's TB programmes. No national societies are implementing curative TB programmes, but some have teaching components of the disease in their Community Based First Aid programmes.

The health delegate is to provide technical input to the Tanzania refugee operation evaluation and assist in developing job description for the Somalia and Sudan health delegates, and the health/HIV/AIDS coordinator for the Kenya Red Cross.

During the quarter, continuous health care follow up of delegates has been provided in addition to liaising with Geneva focal point for delegates' health issues.

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

During the quarter, several planning meetings were held with Shell Oil Company representatives on a possible joint HIV/AIDS awareness campaign. The goal was to carry out HIV/AIDS awareness campaigns in sub-Saharan Shell petrol stations in which Red Cross and Red Crescent volunteers would distribute pamphlets and IEC material to customers. Technical advice was given to the public relation consultants and the company's representatives in Nairobi. Unfortunately, due inability to agree on mutual objectives and time plans, the partnership was not pursued.

The delegate held meetings with partners which included one with Save the Children UK on the Federation emergency policies and guidelines, and also participated in a WFP Symposium in Nairobi on assessment of adult malnutrition in emergencies.

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

Basic information gathering of Red Cross and Red Crescent health programmes being undertaken in the region needs to be improved, including a thorough inventory of all the health programmes and to collect information on input, output, indicators, results, impacts, and needs. This would prove useful in providing advice to donors on areas they could channel their resources in the most efficient way, and also in avoiding duplication of activities and top-down approach. The national societies would have to be transparent in what they are actually doing and on what their real needs are. A Public Health student from Emory University in the U.S. has been assisting the regional health delegate in this important task.

Constraints and solutions

- Delays in receiving and transmission of the Secretariat's last version of the HIV/AIDS country plans format. These have also not been translated into French.
- There is still a great need to improve communication with national societies and country delegations and to increase information sharing so that the support available at the regional delegation level is efficiently utilized

on a continuous basis for streamlined project planning, follow up, networking, etc. For instance, there has been a continuous lack of response from national societies' and delegations to report on their health programmes.

- The lack of funding for the Regional Health programme hindered the delegate to go on a mission to Djibouti Red Crescent to assist it in developing its 3-year health plan.
- The newly appointed regional health officer declined to start working for the Federation. No further recruitment will be done until the new health delegate has taken over the position and can influence the choice in the way he/she wants.
- The health delegate is completing her mission to the RDN at the end of July. The recruitment of a new health delegate is to be finalized in the third quarter but unfortunately no direct handover was possible.

Regional Water and Sanitation Programme (implemented under the Health and Care programme)

Objective 1: *priority national societies in the region chosen on the basis of 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.*

The Uganda Red Cross was able to respond to the influx of refugees from Rwanda into South West Uganda, where there are approximately 5,000 new arrivals at Nakivale camp. A project proposal has been written and submitted to the British Red Cross for drilling a borehole to provide these new arrivals with sustainable safe water and adequate hand pump water supply. The drilling project will also drill boreholes fitted with hand pumps for the old caseload refugees. If funded, the project will enable the Uganda Red Cross to hand over responsibility for water supply to the refugees. The Regional Water and Sanitation delegate made a three-day mission to Uganda to assist with project proposal writing for Oruchinga and Nakivale refugee camps. As a result, a project proposal for the ongoing operation and maintenance of the water supply, sanitation and hygiene promotion services in Nakivale and Oruchinga refugee camps was developed and submitted to the German Red Cross. It includes the handover of responsibility for water supply and sanitation to the refugees in Oruchinga.

Tenders have also been received for the geophysical investigation of Lugufu (Tanzania) - the first step in the long-term solution to water supply problems there. After consultation with the incoming regional water and sanitation delegate, it was decided to scale down the initial geophysical investigation but also to drill test boreholes that could be fitted with hand pumps to supply water to the whole of the present population of Lugufu II. The tender for this work will go out in the third quarter. In the meantime, the British Red Cross has submitted the Lugufu project proposal to DfID.

A first draft of a community-based management of water supplies training curriculum was produced during the quarter. The regional hygiene promoter held two PHAST (participatory hygiene promotion) training workshops in Uganda, one for the Uganda Red Cross development water and sanitation project and the other for the Mbarara refugee relief water and sanitation project. The regional hygiene promoter also trained staff and volunteers from Zimbabwe Red Cross in PHAST and narrated a Zimbabwe Red Cross promotional water and sanitation video.

The Regional Watsan programme facilitated the work of two engineers from the 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 Tanzania. WEDC is a highly respected institution in the sector.

During the regional Watsan planning meeting held in June, the regional strategy was discussed and agreed upon; now all country project proposals written agree with the regional strategy.

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.*

The repair, maintenance and management of regional Watsan equipment after floods at the warehouse that damaged stock have been completed. A refresher training of Kenya Red Cross volunteers in the operation and maintenance of the specialized water unit equipment also took place.

On going procurement for Watsan projects in the region is being done from Nairobi. Books and engineering instruments have been distributed to Ethiopia, Sudan, Eritrea, Tanzania, Rwanda and Burundi.

The Regional Water and Sanitation department facilitated the water and sanitation ERU training in Germany.

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.*

The additional staff required for the Watsan programme in 2001 is an engineer recruited from the region who will have the responsibility for project technical support. This will allow the office to better support National Societies in the water and sanitation sector. This position has been advertised and applications for the position received. The incoming Watsan delegate is to facilitate the recruitment process.

A presentation on Federation Watsan strategy was made at the regional partnership meeting where the services and technical assistance offered by the programme exhibited to participants at the programme exhibition.

Relations were maintained with donor National Societies based in Nairobi (American, French, and German Red Cross Societies). The French Red Cross is developing further Watsan activities in Burundi and Rwanda with assistance from the Regional Watsan office. The Netherlands Red Cross new bilateral delegation for Madagascar was briefed on Watsan strategy in the region and it is hoped that it will start a Watsan project in Madagascar with regional support. Discussions have also been held with German Red Cross about possible water project in Somalia and a possible assessment visit for this project-

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

A planning meeting to compile the programme was held for National Society water and sanitation coordinators in June. In addition to the project proposals produced and the strategy agreed on, participants were trained in project proposal writing (including log frames) project management, reporting, and using computers.

The present Watsan delegate will leave at the end of July 2000. Plans have been made for replacement and adequate handover.

Constraints and solutions.

The major constraints are lack of adequate funding for the regional office and ongoing need for additional engineer staff in the regional office. However, extra effort is being put to get funding from donor national societies. The recruitment of an engineer for the Watsan programme is already underway.

Humanitarian Values

Regional Information Department

Objective 1: *to develop and strengthen the information/public relations capacity of national societies in the region through technical support and skill building.*

Plans to hold an information workshop were delayed due to the lack of time of the delegate and lack of funding. However, regular contacts have been maintained with each national society in the region principally to obtain their input for a booklet about national society volunteers. 14 stories were collected and will be published as a contribution from the region for the International Year of the Volunteers. Regular informal meetings were also held with the ICRC information delegate in Nairobi to maintain coherence on assistance to national society activities (e.g. the World Red Cross Day).

Following the hiring of an information assistant in May, work began on a reference library in the RDN, accessible to all National Societies and delegations in the region. This library will comprise books, pamphlets, videos, photos etc, relating to Red Cross and Red Crescent activities.

A planned short-term secondment of the Uganda Red Cross information officer to RDN for on the job training had to be postponed due to other commitments, and there was not enough time to identify an alternative candidate from another national society. Plans for this exchange will be pursued in the third quarter.

Objective 2: *to raise the individual and collective profile of National Societies.*

During the quarter, strategic level advice was given to the Ethiopian Red Cross in communications planning, audio-visual and print media production during a mission to cover the meningitis vaccination campaign. Similar advice and technical and editorial assistance was also given to the Kenya Red Cross during their preparations for World Red Cross Day activities. Assistance was given in preparing a flyer and magazine, scripting a volunteer story for broadcasting by the British Broadcasting Corporation (BBC), and preparation for live radio programmes for a local radio and the BBC. Support was also given to the Somali Red Crescent in designing of its website. Burundi and Uganda Red Cross were also accorded assistance and advice on publications and posters for the World Red Cross Day, mainly by telephone and email regarding.

Objective 3: *to develop closer collaboration on strategic communications issues and specific activities with information counterparts in the region and in Geneva.*

A new regional information strategy was developed during the quarter, with assistance from a German Red Cross bilateral who was also former ICRC dissemination delegate specifically dealing in information capacity building. The new strategy was presented and well received both at the Annual Partnership Meeting in June and the Information Delegates meeting in Geneva, also in June. The strategy includes provision for a second delegate to carry out national society information capacity building, which is currently done only when the present information delegate visits a country to cover a story, accompanied by the national society information officer (for support/training).

During the Geneva Regional Information Delegates' meeting in June, participants drafted Federation communications strategy plans in the four main areas of HIV/AIDS, health, disasters and First Aid, in addition to communications training. Within these plans, a common marketing framework is envisaged.

Close contacts were also maintained with regional information officers and Geneva counterparts to produce information tools and stories from the region for the Federation website. These included the meningitis outbreak in Ethiopia, World Malaria Day, World Refugee Day, and the HIV/AIDS at the UN General Assembly Special Session.

The regional information network was strengthened through the production of a booklet containing 14 national society volunteer profiles, which was presented at the Partnership Meeting in Mombasa. Work began on an information resource center, which will include a database of information people (both internal and external) to contribute to induction and training of Red Cross members and volunteers. An online information documentation service on the website is also in progress.

Objective 4: *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.*

During the quarter, the information delegate kept both the international and local media houses based in Nairobi informed of the Red Cross activities in the region, and supplied them with various material covering these activities. These ranged from interviews and supply of video footage to Reuters and AP television during Ethiopia Red Cross meningitis vaccination campaign; coverage of Kenya Red Cross celebrations; coverage of Red Cross HIV/AIDS activities (e.g. the Uganda blood clubs story and footage); and promoting the World Red Cross Day activities to the press, especially concerning the International Year of Volunteers that were covered by the BBC, Reuters, Swiss Radio, and IRIN. An interview was also held with Reuters *AlterNet* over Uganda Red Cross Ebola operation, which helped to highlight the Red Cross role in containing such health disasters. Elsewhere in the region, information officers were encouraged to promote their own volunteer stories to local press.

There was also a press release in May over the international Federation's position on drug pricing and the World Disaster Report, and an NBC interview with the Deputy Head of Nairobi Regional Delegation for a feature on a humanitarian aid worker.

A press launch was held in Nairobi in June for the Federation's World Disasters Report 2001. At the launch, the Voice of America and other radio stations held interviews with Federation Delegates who presented the World Disaster Report, in addition to good coverage of the chapter on Somalia by AP and Reuters. Two local TV stations also aired the video footage supplied with the launch.

Objective 5: *to continue to promote the Movement's Fundamental Principles and humanitarian values among key audiences through the mass media.*

These include the World Disasters Report launch in Nairobi, the interview with *AlterNet* over the Uganda Red Cross Ebola operation, which gave visibility to role and responsibilities of the Red Cross. Contributions to Federation website and other publications continued throughout the quarter, though no issues of *Focus* magazine was produced due to lack of funding.

The information delegate also gave assistance to other delegates in the RDN in promoting their programmes through the media, e.g. arranging for DP/R Delegate to be interviewed by a Kenyan TV company producing a feature programme about disasters.

Constraints and Solutions:

- Insufficient funding for travel to gather material for stories to profile national society work and train information officers. However a successful exhibition of the regional information department's work during the Partnership Meeting drew the interest of both national societies and PNS.
- At the time of reporting, some doubt hangs over the department from mid-September since the British Red Cross has announced its withdrawal of funding for the position of the Regional Information Delegate.
- Lack of national society information departments capacity building. This is to be addressed through new regional information strategy plan to recruit an additional delegate. Furthermore, the national society information departments are generally weak, a situation that is made worse by management's non-prioritizing in this area. This was mitigated to some degree through the Partnership Meeting exhibition and personal contacts with national society senior management.
- Researching information on the HIV/AIDS situation in each country (as requested by Geneva) was difficult given the lack of data and means of technical equipment for conveying this to some national societies. This has also hampered gathering of "success stories" to indicate progress of ARCHI; though delegates based in country delegations usually assist.
- Lack of an information assistant for the department until one was hired in May.
- Inadequate technical equipment, especially a functioning computer and printer in the regional information department has placed constraints on writing and delivery of articles, sending photos to Geneva for website

etc. This was compounded by a lack of telecoms support within the delegation. However, a new computer purchased for the department will go a long way in easing this problem.

- Obtaining volunteer profiles for the regional booklet from national societies proved costly and time-consuming through phone bills and lack of printer, which necessitated commercial photocopying. Despite these, the assistance from country delegations and delegates traveling on mission resulted in a booklet which pleased all participants at the Partnership Meeting as well as proving a useful tool for the Secretariat's media department.

Regional Organizational Development

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

The Regional Delegation facilitated a governance seminar for the Malagasy Red Cross in May, which was conducted by the OD Francophone delegate. However, internal complexities and personality conflicts prevented the meeting from achieving its objectives. It has become apparent that very little can be achieved in such a large forum and any future initiatives to support improvement of the governance/management relationship will have to be done differently, either with much smaller focus groups, or through on-the-job training.

During the Partnership Meeting in June, the RC-NET working group on Governance and Management updated their Terms of Reference and the National Societies involved (Djibouti, Madagascar, Mauritius and Rwanda) all committed to undertake various steps to improve the governance and management relationship in their national societies. The Regional Delegation will work out a plan of action with each national society during forthcoming field visits and provide technical support where required.

At the Partnership Meeting also, a special meeting on Somalia was held at which the OD Anglo Delegate emphasized the importance of the national society preparing a realistic plan of action for a medium and long-term reorganization of its governance and management structures, both at branch and headquarters levels. A series of follow up meetings have taken place at the RDN between the delegate and Somalia Red Crescent management in the latter part of June at which the OD-Anglo delegate provided guidance to the national society for preparing a draft plan of action. This plan is expected to be ready for discussion and finalization at subsequent meetings in July. Presently no document exists by which the national society may be guided on how to develop its branch and governance/management structures to better respond to the needs of the vulnerable.

Recent development in the Comoros Red Crescent's activities has seen staff being recruited to carry out activities previously implemented by volunteers. This has led to some confusion in governance and management roles that need to be clarified before new Statutes can be finalized. As a consequence, the Regional OD Francophone delegate is to facilitate governance training for the Comoros Red Crescent in July.

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

The evaluation of the Tanzania Red Cross Relief and Rehabilitation Operations (RRO) was completed and the report released in May. The evaluation exercise had been preceded in March by a complementary field assessment of the RRO vis a vis the London Agreement, and the OD Anglo Delegate was one of the two external facilitators. The field assessment also involved a one day workshop to brief participants on cost effective ways by which the national society can better realize the objectives of the relief programme through using less of Federation personnel and other external resources. This led to recommendations on how the London Agreement may be revised to meet the outcomes of the workshop. Participants for the workshop included Federation Delegates and management; and national society field, headquarters and management staff. Several recommendations from the March assessment proved useful for a later April evaluation team. These included recommendations that emphasized the need for adequate attention from the national society towards branch development within the RRO areas, and the need for the national society statutory bodies to meet regularly and to monitor management involvement in the RRO.

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

Discussions took place regarding the assessment of the development and capacity building training needs of Sudanese Red Crescent management and branches personnel. This is to be pursued in the third and fourth quarters. The OD Anglo and Franco Delegates attended the annual OD Forum involving all Regional OD Delegates in June. This was an opportunity for them to make contributions to, and learn from experiences of others on various issues including the draft Capacity Building Framework document being developed by the Secretariat, volunteer management, leadership development, and OD in HIV/AIDS activities planning and implementation. The OD Anglo Delegate also led a group work session on Twinning as a tool for branch capacity building.

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

The OD Francophone facilitated Strategic Planning sessions in the National Societies of Seychelles and Comoros. These Strategic Plans, together with activities to achieve objectives until the end of 2002 should be finalized by the end of the third quarter. Following the re-launch of the Djibouti Red Crescent Society in January, the OD Francophone facilitated an Activity Planning session to enable it build up its profile in the area of health. Lessons learned from the implementation of these activities and parallel steps to strengthen branch structure should allow for a Strategic Planning session to take place by the end of 2002 or early 2003.

In anticipation of the formal recognition of Eritrea Red Crescent by the Eritrea government, discussions are ongoing with Eritrea Red Cross on the need for training sessions for headquarters and branches personnel on volunteer recruitment and management.

With the completion of the Kenya Operations Coordinator's mission at the end of June, there have been discussions at the RDN for the OD Anglo delegate to take over OD support responsibilities to the Kenya Red Cross that the Kenya Operations Coordinator has been providing. The areas proposed for his assistance include setting up of structures and systems in the national society OD department (which is to be set up), reviewing governance structures, supporting branch development planning, and assisting with preparation of the new strategic plan.

Objective 5: *To improve the foundations of national societies through aiding them to review and revise their Statutes.*

The Regional OD Francophone Delegate has been requested by the Comoros Red Crescent to provide advice to its governance in advance of their National Committee meeting in July when amendments to Statutes will be finalized. Also, during the meetings of the RC-NET Governance working group in June, the National Societies of Djibouti, Mauritius, Madagascar and Rwanda committed to revising their Statutes and have asked the Regional Delegation to provide technical support.

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

Since its initiation in January 2001, the Regional Financial Development (RFD) program has developed a strategy paper by which achievements will now be measured instead of being measured against the job description output, as was the case previously. A copy of the strategy paper is available from the RDN.

The RFD Service is now six months old and through the self-assessment questionnaire, three agreements have been reached with the six priority countries (Uganda, Kenya, Rwanda, Ethiopia, Seychelles and Eritrea) for areas of support by the RFDD. The timetable and budgets for this exercise have already been worked out. Assistance has also been given to Sudan Red Crescent as well as desk assistance to Tanzania Red Cross. The RFDD has carried out extensive travel to establish working relations and follow up on urgent matters within the

region. A common understanding of the methodology and strategic approach has been agreed upon following the Annual Partnership Meeting in Mombasa.

Regional Finance Development programme

Objective 1: *Assessment of needs and capacities of the national societies in the region.*

The development of a strategy paper for the Regional Financial Development Programme was carried out as planned. The draft underwent a consultation process at which the first draft was distributed for internal comments and a second draft shared with a wider group of key persons before the third draft was presented at the Regional Partnership Meeting in Mombasa. The RFD strategy paper - the only one to be developed to date - was also used at the annual FDD workshop in Geneva for discussion on developing a common FDD strategy. This proved to be a very useful document for the forum since the officer in charge of National Societies' Co-operation in the Secretariat, who was in attendance, is presently working on an overall strategy paper for the Movement.

A self-assessment questionnaire to map governance, management, and financial capacities of national societies in the region was developed in the first quarter of 2001. All national societies in the region, with the exception of Somalia and Mauritius, have completed the questionnaire. A database for analysis of the huge amount of data was created and initial presentation of the findings made at the Partnership Meeting. The initial findings generated a lot of lively interest from the national societies and it was recommended that a booklet with a profile of each national society be published.

During the Partnership Meeting also, the RC-NET thematic groups were re-defined and the RFDD was requested to act as the technical advisor to the thematic group on Domestic Resource Mobilization. The member national societies of the group are Uganda, Tanzania, Burundi, Eritrea and Seychelles. An annual activity calendar is to be developed during field trips to the national societies. Terms of reference for an exchange program between Eritrea and Rwanda national societies in the area of branch development have been drawn up. This is to build upon the regional network of using regional resources and expertise in the region.

Objective 2: *Improvement of national society financial systems and procedures taking into consideration existing capacities.*

Assistance was given to the National Societies of Ethiopia, Eritrea, Uganda, Rwanda, Kenya and Sudan in developing and updating their financial procedural manuals, which are to be endorsed by the national society boards. The exercise involved a lot cross-border cooperation in the form of exchange of drafts, ideas and suggestions to guide the work so as to create a standard model manual to be adapted to the particular country setting. It is envisaged that four of the countries will present the manual to their Boards for endorsement within year 2001, creating a basis for sound, transparent and effective manual accounting procedures.

The design of standard financial reports was discussed and developed together with national societies with the aim of promoting standardization of reports to donors and standardization of computerized systems. This included assistance given to three national societies in the computerization of their financial accounts. A planned proposal for the computerization of the Kenya Red Cross should be worked out during the next quarter using the experiences already gained in the region. A review of regular audits was carried out with Rwanda Red Cross and an active follow-up of recommendations agreed upon.

Objective 3: *Recommendation for improved management control and co-operation between headquarters and branches.*

An exchange visit between Eritrea and Rwanda national societies has been developed with the participation of the two national societies. Through this exchange, a branch secretary from Eritrea Red Cross will assist a branch co-coordinator from Rwanda Red Cross to test, adapt and implement the planning, implementation and reporting system developed by Eritrea for wider use in Rwanda. This is aimed at strengthening Rwanda Red

Cross' capacity at branch level. However, no donor has been identified so far, delaying the program implementation. The methodology to be used to achieve this objective of improved management control and co-operation between headquarters and branches will include promotion and establishment of longer-term regional twinning arrangements between interested societies.

Objective 4: *Strengthen the capacity of national societies staff and arrange appropriate training when required.*

On-the-spot training is an integrated part of all missions carried out. Training possibilities have been identified on regional level for the implementation of the SUN system replacing the more expensive UK based training facilities. A workshop for the Heads of national society Finance Departments will be planned at the start of 2002 in a bid to promote regional co-operation, exchange of expertise and building up a regional network.

Objective 5: *Identification of ways in which national societies become less reliant on external donor funding by increasing local resource mobilization.*

As a technical advisor of the RC-NET, the Finance Development delegate was requested to contribute to the thematic group for Resource mobilization which first activity carried out was to distribute the evaluation of Uganda Red Cross Society's local fund-raising experience for collective benefit. A regional forum to discuss and develop concepts for regional resource mobilization has been planned by Uganda Red Cross to take place in late 2001.

Furthermore, the annual fund-raising conference that is taking place in Amsterdam this year might be an opportunity for the national societies to gain additional knowledge in this area. The RFDD is in consultation with the Secretariat OD department to explore the possibility of sponsoring a few national society members for the event.

Due to limited capacity, this objective is at present a secondary priority to getting sound and transparent national society systems across the region up and running

Constraints and solutions of the RFD Programme

- Budgetary constraint is still a cause of concern for the programme, although less than in the first quarter. The British Red Cross supported the work carried out in Ethiopia and partly the work in Rwanda, while the Danish Red Cross support the assistance given to Uganda and Eritrea national societies. Some soft pledges have been received from the Norwegian and Netherlands Red Cross. However there is still a deficit of around CHF 70,000 in the yearly budget, which hopefully will be filled by pledges during the next quarter.
- Co-operation with different national societies in the region requires extensive travel, particularly in the first period. However, a travel schedule of 75% is not sustainable in the long term and adjustment of possible missions will be done after the next quarter as to scale down the number of traveling days. Moreover, the support to the six priority countries exhausted the RFDD's capacity to attend to other national societies, and alternative strategies of how to support requests from other countries in the region need to be devised.

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

Several activities in this respect occurred in the French speaking countries. Within the Indian Ocean Island sub-region the President of Seychelles Red Cross continues to act as coach to the Madagascar Red Cross. As an RC-NET focal point, the Secretary General of Comoros Red Cross has undertaken to provide support to Madagascar and Mauritius in the third quarter. Other partnerships are being launched between Eritrea and Rwanda (see objective 6).

Constraints and solutions of the regional OD Programme.

- Financial support to the implementation of the Djibouti Red Crescent Activity Plan, particularly the branch strengthening aspect, is still lacking. Discussions are underway with the French and Spanish Red Cross to

confirm their commitment. Identification of a person with sufficient technical expertise to provide frequent support in the first year will be critical.

- Many of the internal problems in Malagasy Red Cross persist and division of roles between the Governance and the new Secretary General are not always clear. The successful completion of the planning session in August would serve a fairly good indicator that some of these problems have been resolved. Capacity to implement programmes at the local level also remains extremely limited. The nature of future technical support to this national society should be defined if a credible action plan is to be completed.
- Though it is important that the Regional Delegation continues to provide low level but consistent support to the smaller Indian Ocean Island national societies, securing funding for this is difficult. The Regional Delegation will discuss with the ICRC Regional Delegation in Pretoria how best to combine our efforts to ensure effective support.
- It is still a challenge getting some long established Anglo national societies in the region to openly and honestly acknowledge their weaknesses, which means providing OD related guidance is hindered.
- The OD Anglo delegate was on leave during the period from 13 April to 31 May.

Regional Cooperation

Objective 1: *to support regional cooperation so that national societies can work together effectively.*

The members of the RRT were endorsed by the RC-NET during the Partnership Meeting in Mombasa. The training of this team was to take place from the 23rd July to 4th August, but had to be postponed due to departure of the Regional Watsan delegate whose mission ends at the end of July. It has been tentatively rescheduled for the second and third weeks of August. The names of officers for the other three regional sub-working groups (FS; DP Policy/Plan; Political Disturbances and Population Movement) were also endorsed by the RC-NET at the Partnership Meeting. The RC-NET also resolved that the Indian Ocean sub regional DP/R Team will be the resource team on floods and cyclones for the entire region.

The OD Anglo delegate had served as team leader for the evaluation of the twinning relationship between Uasin Gishu branch of the Kenyan Red Cross and Vaasterbotten Noorland branch of Swedish Red Cross, which was commissioned in February 2001. The evaluation report was completed and published in June and copies are available at the RDN, Kenya and Swedish Red Cross. It draws lessons and makes recommendations on how such twinning cooperation may help strengthen branch and national society capacities, and lessen external dependence. At the Regional Partners meeting, the OD Anglo delegate presented a report on the regional twinning workshop that was organized by the RDN and Swedish Red Cross in February 2001 in Nairobi. In this report, the delegate particularly emphasized that the Federation Secretariat acts upon recommendations made at the twinning workshop calling for it to provide guidelines to regulate twinning activities, in addition to promoting twinning as another strategy for national society branches capacity building. The delegate also sent a message to the chairman of the regional twinning network task force in June, requesting that he prepares a budget, in consultation with the other task force members, for funding to be sought towards implementation of activities in the twinning network plan of action. Please refer to section 4 on Organizational Development for more details on Governance/Management, Domestic Resource Mobilization and Strategic Branch Development, and to section 1 on DP/R.

Objective 2: *to play a coordinating role between all members of the Movement for institutional strengthening and capacity building.*

This year's annual Regional Partnership Meeting took place from 4-8 June in Mombasa, and was attended by over 100 persons from 25 countries. The meeting enabled partners (both bilateral, those working through the Federation, and ICRC) to meet on a country-by-country basis where RDN was requested to organize (Kenya, Burundi, Somalia, Uganda, Indian Ocean Islands). As usual, one of the most appreciated aspects of the annual meeting was the time allocated for informal meetings between partners, demonstrating that the networking factor is equally important to the formal programme content.

Before and during the Regional Partners Meeting, the OD Anglo Delegate played a lead role in ensuring that all the national societies in the region participated in deliberations of the RC-NET, its task force, and its 4 thematic working groups. With the cooperation and support of the OD delegates and Finance Development Delegate, the working groups successfully completed the preparation of their plans of action during times mainly arranged outside the meeting hours. Follow up letters have since been sent to the group leaders of two of the working groups to prepare the budgets for their 200/1 activities.

More details are contained in the full Partnership Meeting report available at the RDN. While the meeting's popularity continues to grow, it is becoming increasingly difficult to identify the right methodologies to apply for such diverse groups to achieve meeting objectives.

During an induction visit to the RDN, the new French Red Cross DP/R delegate for the Indian Ocean Islands and the DP/R delegate drafted the Roles and Responsibilities chapter (RDN; FRCS; ICRC-Pretoria and national societies in the sub region) to go with the Indian Ocean comprehensive Sub regional DP/R Strategy; prepared for the training of trainers (ToT) to take place in July in La Reunion; and charted out plans for the rest of 2001. They were also able to make tentative plans for the evaluation of the Indian Ocean Island national societies DP/R capacity and limitations for 1-17 November. It was also agreed that the French Red Cross sub regional officer would attend the training session of the Regional Response Team (RRT).

Regional Coordination and Management

Objective 1: *to provide cost effective technical services through the Regional Finance Unit (RFU), the regional Logistics Unit (RLU), the regional Finance Development Delegate (RFDD), the Visitors Service, the Reporting Service, the Human Resources Service, and general administration to all national societies and bilateral liaison offices in the region.*

Regional Finance Unit (RFU)

Within the Federation, the RFU also plays a role in pushing ahead reforms and developments within Federation finance as a whole, and there is regular correspondence with Operations Accounting and Analysis departments in Geneva and other RFUs worldwide on numerous issues such as changes to accounting policies, introduction of improved procedures, system testing, risk management tools, training and staffing, approach to core cost funding, aligning finance with other structural changes, amongst other issues.

The Head of Regional Finance Unit (HoRFU) traveled to Geneva from the 19-23 June to attend a meeting involving all HoRFUs and the Secretariat finance personnel. The meeting, titled "Building a Global Finance Team" included objective setting for RFUs in the coming 6 months and some detailed discussion of quality control. It also raised a large number of issues related to finance at many levels that are expected to be addressed within the coming months. A follow-up meeting is planned in November 2001.

During the quarter, the RFU supported the Disaster Preparedness (DP) Delegate during the planning stage of the DfID Partnership on Disaster Preparedness funding for Rwanda, Sudan, Ethiopia and the RDN. The HoRFU and Regional Finance Development (RFDD) were also present at the DfID Partnership planning meeting in Nairobi attended by the Heads of Delegations and Secretaries General from the 3 target countries, as well as participants from the Secretariat, British Red Cross and the RDN.

The RFU also assisted Kenya Operations during discussions with external auditors for the USAID funding to the Bomb Blast programme, as well as earlier support in the follow-up of outstanding issues from the Mombasa refugee operation. The RFU and the RFDD also gave technical assistance to the board of Kenya Red Cross Society in the screening and selection of a new Finance Director for the Society.

The originally planned roll-out of countries reporting to Regional Finance Unit (RFU) was completed during the second quarter when Tanzania and Burundi came in with their April accounts. As such, all delegations within the East Africa region are now reporting to the RFU. The RDN finance continues to report directly to Geneva

to date, but following the Heads of Regional Finance Unit meeting in Geneva, it is anticipated that this will cease at the start of next quarter and be managed in Nairobi, in line with the other RFUs worldwide. Some of the financial analysis tasks have already been taken up by RDN finance and the RFU during the month of June.

During the quarter, Madagascar delegation was closed and the RFU was closely involved in the practical issues relating to the closure and final exit of FAD and the head of delegation. The RFU will continue to manage the banking arrangements in Madagascar.

The expected expansion of the Nairobi RFU to cover the Southern Africa region is still scheduled to start from October 2001, with Angola and Zambia initially served.

If there were no RFU, all financial reporting would be direct to Geneva. It is unlikely in that situation that the phasing out of so many finance delegates in the region would have been approved (in Rwanda, Uganda, Ethiopia), as the required level of support and control for replacement local staff would not be sufficient from Geneva. The process of implementation of Africa Review recommendations becomes more realistic with the support that the RFU can provide by its proximity to the supported countries.

Constraints and solutions

- **Systems:** The prevalence of CODA system crashes has been a major issue affecting timely and accurate reporting within the region. We have been involved in assisting client delegations to follow up their CODA problems, and these have been severe in a number of cases. System crashes occurred in Burundi, Tanzania, Uganda and Ethiopia in the second quarter. To minimize the risk of further disruption, the CODA systems appear to need a general overhaul as soon as possible, including isolation of the servers and installation of an extra workstation in each CODA site. The Nairobi CODA system has worked with relatively few problems during the second quarter, but given the large number of CODA companies which it is running and the attendant risks and consequences in case of a crash, we expect that it is a priority case for review and upgrade.
- We have become increasingly reliant on Business Objects (BO) 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 functionality. The local CODA version of BO has proved very effective, and we hope its functionality will be further extended with newly developed reports.
- FMR continues to be our most reliable net-based tool and is used to prepare all month-end analyses of cash requests. Accuracy of the data input in Geneva still has room for improvement, and we continue to follow this up as part of our monthly work cycle.
- Improved telecoms access and the arrival of a new telecom delegate or provision of alternative support are still keenly awaited.
- **Project Compass:** We continued to carry out testing of Oracle and a private network connection to the internet (SITA). Although SITA offered connection speeds up to 3 times as fast as our public service, it emerges that this is still not sufficiently fast to operate Oracle.
- The resignation of one the RFU analyst this quarter has highlighted the risk of having relatively few trained staff in the RFU and offering relatively low salaries within the finance employment market in Nairobi. It may well be that we need to prepare for a more regular turnover of staff as the RFU expands in size and scope, and for a more or less constant training environment as analysts come and go.

Regional Logistics Unit

Procurement Department

The Logistics Unit secured Frame Agreements on blankets and plastic sheeting which will allow the RLU to have an emergency stock of 50,000 blankets and 18,000 plastic sheeting in Nairobi. This will ensure that there is always enough stock at any given time thereby greatly improving its efficiency in providing services in times of emergencies.

During the quarter, three missions were made to the National Societies of Burundi, Rwanda and Sudan. The mission to Burundi involved the pending ECHO procurement for the delegation, while those to Rwanda and Sudan were concerned with a review and evaluation of the fleet of the National Societies.

Although the region experienced a drastic down sizing of the Federation operations, the Regional Logistics Unit (RLU) managed to increase its procurement activities by around 23 %, compared to last year. This is a clear indication that the delegations appreciate the services provided by the RLU, which has resulted in major logistical enquiries both from the field and even within the RDN departments. Burundi, Tanzania, Kenya and Sudan are some of the major customers.

Transport Department

Two vehicles were transferred to Malawi by road for the floods mission, another one to Harare Delegation by road, and a final one by ship to Madagascar via the Mombasa port.

The contract with the German Red Cross whereby two trucks together with two RLU drivers were leased for the food distribution in Machakos ended after the programme was completed. One truck assisted the French Red Cross Health delegate to transport French Red Cross facilities to Nakuru.

The Transport Manager attended a 3 days Fleet Management courses to enhance his skills in effectively providing efficient service to the department.

Freight Department

The Transit Security Bond expired and a new one was secured. It covers transit goods for Humanitarian relief operations consigned to IFRC-Regional Transit Depot and intended for re-exportation to other IFRC-Delegations within Eastern African Region and neighbouring countries bordering Kenya.

The freight department also obtained approval for VAT Exemptions for the locally purchased goods /services by the Regional Delegation Nairobi and Bilaterals amounting to approximately CHF 48,332.48. This shows a good improvement on VAT monitoring and savings within three months as compared to previous years.

In the quarter, the freight department processed export documents and forwarded a total of 4.4 metric tons of mainly of Medical Supplies valued at CHF 83,036.28 to Somalia through ECHO flights out Nairobi. This is an improvement of about 75% of the cargo airlifted from the previous quarter by ECHO Flight. Four Units Motor Vehicles were also exported to Harare, Malawi and Malagasy as outlined in the preceding section. There was also documentation and clearance for the importation of 1.9 metric tons of general relief goods through Jomo Kenyatta International Airport, and 5 units of motor vehicles through the port of Mombasa. In the meantime, two units of Isuzu vehicles are in transit and 3 other units coming in from Mozambique.

Telecom Department

The RLU has not succeeded in recruiting a telecom delegate. For the time being the head of the regional logistics unit and the newly recruited logistics officer have been assisting with urgent IT software needs of the RDN. For hardware support, a help desk service has been established with a local computer firm who visits the RDN for 8 hours a week.

Warehouse Department

The warehouse managed dispatched over 44 metric tons of a variety of relief materials to various destinations in the region of which 85 % went to Burundi. The warehouse manager returned to the country after a mission as warehouse delegate in the earthquake stricken area of Buj, India. The warehouse department also undertook the verification of goods belonging to various clients namely DP, Transport, Health, German Red Cross, Telecoms and Watsan, and all the necessary storage facilities established accordingly. Following this exercise, the goods are now better arranged for ease of access.

Constraints and solutions

- Communication between the RLU and the Geneva Logistics Service needs to be improved.

- Within the transport department, there was a significant increase in the number of accidents from 1 to 8, though none of them was serious as most were in the streets of Nairobi. A proposal for a defensive driving course to all drivers and delegates has been sent to the management.
- The need to have a procurement information system cannot be over emphasized. This would enable us to have an up to date supplier database and facilitate rapid screen enquiries relating to any given supplier. The issue has been discussed in the RLU meeting in GVA where it was proposed that a software company be approached to design such a system if an of-the-shelf package is not available. It would be a worthwhile investment.

The RLU recruited a Logistics Officer in April and is currently working on developing clear division of duties for him. The head of the regional logistic unit participated in the bi-annual heads of RLU meeting in Geneva, at which several pending logistics issues were addressed, including discussions on co-operation with ICRC and cost recovery systems. A separate report on the meeting is available. The Federation was also invited to a two-day contingency meeting organized by OCHA. From the meeting, the situation in the region was said to still be very grim and unstable, particularly Burundi which is a cause of concern for all humanitarian agencies.

Visitors Service

The RDN provided 215 airport pickups, obtained 23 visas for foreign countries, organized 103 hotel bookings, and made 50 flight bookings for visitors, national societies, delegates, and bilaterals. The installation in the first quarter of an implant at the visitors service office is up and running well. It has greatly reduced paperwork and time by allowing RDN to directly access all flight, space availability, and price information like any travel agency. It has also lead to airlines seeking to negotiate directly with RDN to obtain maximal business form us - resulting in lower airfares.

Reporting Service

A reporting officer was finally recruited in mid-May, which has greatly reduced workload on management and the timely completion and distribution of this and other reports. A significant impact is expected to be seen in the quality of RDN reporting services during the next quarter.

Human Resources Service

Three senior officers (Finance, Transport and Human Resources) undertook local management courses in managing teams and relationships within their respective fields. The delegation continued its search for a suitable IT delegate, while relying on less than successful stop-gap measures through local IT firms. Officers in Logistics, Reporting and Information were successfully recruited with all beginning service during the quarter.

As part of staff training and development, 36 staff members in three shifts successfully completed a five night course in Basic First Aid conducted by Kenya Red Cross and which served as an income generator for the Kenya Red Cross. A fourth course is planned for the third quarter to reach new staff and any who were unable to take the course this quarter.

Management continued to monitor the security situation in Nairobi. No major incidents involving delegates or staff were reported during the quarter. The delegation reviewed its security costs and switched to a more competitive firm for guards at its office premises.

Due to heavy operational commitments during the quarter, little progress was made on determining the feasibility of the staff-proposed pension and/or provident fund which would provide staff with greater assurance and financial stability for the post-service years, all of which helps RDN attract and maintain qualified and loyal staff. With the renewal of the Regional Finance Delegate's contract for one year and the continued shift of responsibilities within finance to local staff, it is expected to be able to make more progress on this within the 3rd quarter.

Objective 2: *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 societies and country delegations. The quarterly Team Management Meeting, attended by all delegates and bilateral delegates in Nairobi, plus the Danish bilateral delegate based in Kampala, took place on 2-4 April, 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 (see health and DP sections). Meetings continued between technical delegates (Watsan, Health, Logistics and DP) to develop the new regional Rapid Response Team (RRT) and selection of team members that took place via the RC-NET. Training will be conducted in the third quarter.

The delegation is also taking a lead role to coordinate the new generation of CAS within the region. A meeting to discuss the operationalization of the new generation of CAS was organized with the Rwanda, Uganda, and Sudan Secretaries General and HOD's during their stay in Nairobi for the DfiD Partnership Meeting. The meeting served to clarify the process and expectations as well as to identify some areas requiring support (for example, improving national societies skills to negotiate with partners). CAS was also covered at the Partnership meeting in June, with presentations which refreshed participants on aspects of the CAS, namely advocacy and promoting humanitarian values along with the Movement's other humanitarian activities.

Objective 3: *Support to planning, budgeting, reporting, monitoring and evaluating to all national society programmes and activities.*

The Monitoring and Evaluation Division in Geneva launched the new national society self-assessment questionnaire for Managing Governance and Finance. Kenya and Sudan National Societies were selected to complete the questionnaire in 2001, while others are expected complete it in 2002. However, the Regional Finance Development Delegate used the format to obtain financial data needed for her programme and so far 12 of the 14 national societies in the region have completed the task, which will serve as an excellent resource material for gauging the national society development progress. The RFU is now providing effective budget monitoring support and training through delegations (see section on RFU above).

Objective 4: *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.*

The agenda of the annual Regional Partnership Meeting in Mombasa was chiefly organized around Strategy 2010 directions (partnerships with governments, regionally through RC-NET, with ICRC, and private corporations) and Ouagadougou priorities (Food Security, HIV/AIDS, ARCHI scaling up, volunteerism), as well as Strategy for the Future of the Movement.

Objective 5: *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.*

The Federation representative to Eritrea debriefed during the period and plans for his successor and increased RDN support to the new delegate reviewed. The new delegate will also cover Djibouti on a part time basis; since it is in need of further support to finalize their strategic plan and start the implementation of the health programme.

With the completion of the missions of the Finance Development and Programme Coordinator delegates, the Kenya operation closed at the end of June. Major support was provided during the quarter to finalize pending matters (such as USAID Bomb-Blast reporting and audit), to support Kenya Red Cross in its debt-reduction and restructuring, as well as revising plans for 2001 and developing new ones for 2002-2003. Both delegates debriefed and RDN has assumed all responsibility for support to Kenya Red Cross.

The Madagascar delegation was closed in early June after the completion of the cyclone relief and rehabilitation operation. The RDN debriefed the HOD and Finance delegates and prepared the final closing of the delegation with support from RFU. Major efforts were spent by management to guide the new Madagascar Red Cross leadership in its role and clarify mutual expectations between the Federation and the national society. RDN continues dialogue with and support to the Netherlands Red Cross bilateral delegate in Madagascar.

The new ROD-F delegate provided intensive support to Djibouti, Comoros, Mauritius, and Seychelles during the quarter (see OD section), leaving management to intervene only on political issues and on relationship with bilaterals for reinforcing coordination and mediation.

In line with the recommendations of Africa Review, formal and informal discussions have been held regarding exit strategies for Country Delegations in the region. Exit strategies consider 2 options: closure or integration of Country Delegations into National Societies structure under the umbrella of the Regional Delegation. So far, Kenya and Madagascar were closed in June and integration is discussed for Sudan, Rwanda and Uganda in 2001. A meeting to agree on Sudan strategy is scheduled for mid-July in Khartoum and for end-July in Rwanda and Uganda. Negotiations have started with Ethiopia for it to be integrated under the RDN umbrella in 2002. Clear agreements with national societies and detailed implementation plans will be issued for each country delegations.

Close contact is maintained with the HOD Burundi who assumed his post in early 2001 to support and encourage the delegation as heavy insecurity continues in the country. The head of regional delegation visited Burundi on 17 April to negotiate with the national society leadership priority areas of support from the Federation Regional and Country delegations, and to agree on modalities of cooperation. A letter of intent was signed with the national society President. Ongoing dialogue continued with the Rwanda representative, as well as with the Rwandan Red Cross to clarify the national societies needs and desires for support by the Federation. In Tanzania, the Refugee Relief Operation was reviewed in April, with ROD-A delegate participating on the team (a full report is available upon request). All RDN delegates have met and reviewed the Refugee Relief Operation report and provided feedback to the Tanzania delegation on its contents and areas for support as the operation will be handed over to Tanzania Red Cross by the end 2002. A new HOD for Tanzania was named during the period (Brian Veal) and he attended the annual partnership meeting as part of his briefing. It is expected that he will be brief in Nairobi during the third quarter once he has had time to settle in. Similar briefing plan was developed for the new Eritrea Representative who will take his functions in August.

Objective 6: *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.*

Relations with ICRC are very strong in the region and in Nairobi in particular. The RDN is planning a visit in Pretoria during the next quarter to build new approaches to cooperation. In Nairobi, a joint full-page advertisement was taken in the Kenya national newspapers with messages from ICRC, Federation, and Kenya Red Cross on World Red Cross Day (8 May). Regular meetings are held to discuss common issues (security, personnel, logistics) and much has been achieved during this quarter to adopt common positions especially with regard to Kenya. A special task force has been created to increase technical co-operation in Logistics and to consider a regional framework agreement. A testing period of 3 months of closer cooperation was approved and results will be evaluated in August aiming at signing a formal agreement.

The RDN organized the representation of the Federation to the GTZ Africa Youth Conference in Nairobi in May through the Kenya Red Cross Executive Committee. The RDN launched the World Disasters Report in Nairobi at a press conference timed to coincide with the global launch on 28 June. Well attended, the focus on recovery after disaster was highlighted by the Voice of America, Kenya Broadcasting Corporation television, Asahi Shimbun - a Japanese newspaper, and Kiss FM, a popular Kenyan radio station.

At the request of External Relations Department, the RDN is working on mapping global relationships in the region. This time consuming, but useful exercise will assist the Federation to collect all data on relations and to get an objective overview of the Federation position with regards to the UN, corporate sector, NGOs and authorities. The RDN contributed to the Federation participation to the World Assembly of UNEP in New York by getting information for the preparation from the UNEP Headquarters in Nairobi. Further official contacts are planned in August to follow up potential cooperation. Similar exercise is underway with HABITAT.

Objective 7: *Implementation of General Assembly recommendations on integrity issues, transparency in Red Cross activities, good and effective communication between governance and management.*

Please refer to the Section 4 and the work done with the RC-NET to develop the Terms of Reference of the Working Group on Governance and Management. The RDN continues to advise Kenya, Sudan, Somalia, Madagascar, Djibouti, Comoros, Burundi, and Tanzania on evolving governance/management issues.

Objective 8: *Mobilize global resources within the region.*

The RDN's inputs this quarter concentrated on liaising with WFP to ensure the timely reimbursements from the Machakos operation in Kenya. Regular meetings continue with OCHA and special Steering Committee meeting on the Great Lakes. Contacts were made with the Canadian embassy to support the programme in Burundi in order to unlock the 2001 contribution.

Objective 9: *Development of 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 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. The delegate returned at the end June. The RDN administrator was also seconded to the India operation as administrator based in Ahmedabad. Negotiations with Uganda for an Information Department exchange did not materialize due to scheduling conflicts and will be review in the next period. Progress was limited during the quarter on the regional human resources data base development that will be completed by end 2001.

Objective 9: *Contribution to the decentralization process by linking Geneva to the field and vice-versa.*

The head of regional delegation continued to issue bi-weekly updates on all national society and delegations activities in the region which has been appreciated based on comments from readers. IRIN/OCHA humanitarian reports are shared weekly with all national societies/Delegations and Geneva services, especially concerning the new regional humanitarian contingency plan for the Great Lakes region, which RDN contributed to.

On the 21 and 22 June, the head of regional delegation participated in the second all Africa HOD meeting in Geneva (the first was in January in Nairobi). The objective was to reflect together on the follow up of the Africa Review especially on national society capacity building, on regional and country delegations, and on larger (than Africa) issues. Several working groups focused on criteria for strategic positioning of Federation resources at all delegations levels and on roles and responsibilities in fund-raising. Recommendations have been proposed which are shared in detail in the meeting report. This meeting followed up the 3 days general meeting for HODs convened by the Federation Secretary General.

The Regional Finance Delegate has been extended for a one-year period. It had been envisaged that his mission would end in June and that local staff would assume his responsibilities. However, after analysis it was decided that while the local staff have the technical skills to carry out the work of the Finance Delegate, they lack the managerial skills and experience to fully assume the role. Therefore, so as not to jeopardize the management of the delegation's finances and to continue coaching the local staff towards greater managerial skills, the finance

delegate mission has been prolonged. During the year, he will retain oversight of the work of the Finance Department, while assuming greater responsibility for major administrative issues such as legal cases, office relocation, staff benefits, etc. and be more involved in the general management of the Regional Delegation.

Constraints and solutions

The structural realignment process in Geneva continues, and more direct support to the field is needed in terms of field personnel, fund-raising, and finance. Timely service from technical departments at the Secretariat also requires improvement, and it is hoped that discussions related to the decentralization of the desk officer position will bring concrete results before the end of the year.

Outstanding Needs

As the end of August funding for the delegation remains at 48%, and it is hoped that ongoing discussions with various PNS will increase the support over the remainder of the year. The delegation continues to struggle on a daily basis for financial support which undermines its focus and ability to allocate time to the programme and operational objectives it has set out for itself. A full budget review has been initiated to consider if there are any areas that might be revised.

For further details please contact: Josse Gillijns, Phone: 41 22 730 4224; 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>.

Peter Rees-Gildea
Head a.i.
Relationship Management Department

Bekele Geleta
Head
Africa Department

East Africa Regional Programmes						ANNEX 1
APPEAL No. 01.10/2001		PLEDGES RECEIVED			28.08.2001	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				4'819'204		TOTAL COVERAGE 48.0%
CASH CARRIED FORWARD						
FEDERATION BUDGET				651'376		
AMERICAN - GOVT/PRM		290'000	USD	513'155	14.05.2001	
AMERICAN - RC		7'000	USD	11'992	08.05.2001	REG. PARTNERSHIP MEETING
BURUNDI - RC		256'418	BIF	533	26.06.2001	EAST AFRICA - RC NET
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				237'160	21.03.2001	
BRITISH - RC				6'765	03.06.2001	REGIONAL FINANCE DEVELOPMENT
CANADIAN - RC/PRIVATE		3'060	CAD	3'312	20.04.2001	
DANISH - GOVT				50'000	15.05.2001	REGIONAL PROGRAMMES
DANISH - RC				4'700	11.07.2001	FINANCE DEVELOPMENT DELEGATE
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
NEW ZEALAND		10'000	NZD	7'374	28.06.2001	DISASTER PREPAREDNESS
NORWEGIAN - RC		50'000	NOK	9'415	04.03.2001	PARTNERSHIP MEETING
NORWEGIAN - RC		100'000	NOK	19'130	20.06.2001	REGIONAL DELEGATION
SEYCHELLES - RC		600	USD	1'050	07.06.2001	DIRECTLY TO DELEGATION
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		800'000	SEK	132'400	17.05.2001	INSTITUTIONAL DEVELOPMENT, HEALTH
SWEDISH - RC		40'000	SEK	6'620	26.06.2001	DISASTER & PREPAREDNESS EDUCATION
SYRIAN ARAB REPUBLIC - RC				1'000	06.06.2001	PARTNERSHIP MEETING
UGANDA - RC				500	01.06.2001	RECEIVED DIRECTLY BY DELEGATION
SUB/TOTAL RECEIVED IN CASH				2'022'122	CHF	42.0%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
USA	DELEGATE			59'959		
BELGIUM	DELEGATE			59'959		
DENMARK	DELEGATE			57'823		
SWEDEN	DELEGATE			34'990		
GREAT BRITAIN	DELEGATE			76'714		
SUB/TOTAL RECEIVED IN KIND/SERVICES				289'445	CHF	6.0%