

# Programme Update



International Federation  
of Red Cross and Red Crescent Societies

## Eastern Africa Zone

Appeal No. MAA64001

26/08/2009

This report covers the period 01/01/2009 to 30/06/2009.



Beneficiary receives a family kit from a Kenya Red Cross Society (KRCS) volunteer in Mandera. **Source: KRCS**

## In brief

**Programme purpose:** The Eastern Africa Zone continues to prioritise enhancing the capacities of the 14<sup>1</sup> National Societies (NS) as one of the core focal areas in order for them to respond to the humanitarian challenges that plague the region. The Disaster Management (DM) programme aims at building well prepared, stronger and more efficient NS able to predict, prevent and reduce risks and respond to the high level of humanitarian demands in the region posed by small and medium scale disasters, mitigate their impact as well as cope with their consequences in an appropriate manner.

The Health and Care (HC) programme focuses on building and strengthening the capacities of the NS in the Zone to address public health needs in their respective countries in a sustainable manner. The most urgent health needs in the region include HIV and AIDS; tuberculosis prevention, control and management; and maternal newborn and child health.

The Organizational Development (OD) programme prioritizes NS development through improved performance and accountability. Capacity building support and tools are targeted at

<sup>1</sup> Kenya, Uganda, Tanzania, Burundi, Rwanda, Seychelles, Mauritius, Madagascar, Comoros, Djibouti, Ethiopia, Eritrea, Somalia, Sudan.

National Society leadership, staff and volunteers. The overall aim is to support and facilitate the development of structures, processes and systems for increasingly better response to situations of vulnerability. It also seeks to pool resources with all Movement partners, including NS operating internationally and the International Committee of the Red Cross (ICRC), to maximize effectiveness of OD and capacity building.

The Planning, Monitoring, Evaluation and Reporting (PMER) unit has continued to support the Zone and NS to systematise planning, monitoring, evaluation and reporting as core programming functions and to facilitate continuous learning and accountability.

The Zone communication unit continued on the path laid in recent years, focusing on strengthening the capacities of all NS communications' departments through various means and profiling the Federation's Humanitarian Principles and Values and its member societies in the region. The unit has continued to provide support to all major emergency operations such as the Horn of Africa food security appeal.

**Programmes summary:** During the reporting period, the DM programme carried out community based Disaster Risk Reduction (DRR) and climate adaptation work as well as supporting NS to respond effectively to disasters. The health and care programme supported strengthening of capacities of NS staff and volunteers in health and care programming. Emphasis was placed on providing technical support in HIV and AIDS programming, strengthening community health and emergency programming in National Societies and promoting water, sanitation and hygiene.

Organizational development and/or capacity building technical support focused on governance and branch development, information technology and telecommunications (IT&T) as well as finance development. This was aimed at improving NS performance and accountability in the overall delivery of services to the most vulnerable communities. Review of statutes, leadership trainings, branch capacity assessments, IT and HF/VHF radio assessment and installations were carried out in several National Societies, and financial systems were developed in four National Societies. Support was also rendered to the work of the Red Cross/Red Crescent network (RC-Net), and that of youth and volunteer groups. A number of local capacity and community development tools were also developed in collaboration with various partners.

PMER unit aimed at improving understanding of key programming elements in the core Federation programmes by National Societies and Federation staff. This was done through strengthening NS PMER systems in Kenya and Tanzania, training workshops in Ethiopia, peer to peer support visits between 2 NS (Rwanda and Uganda) and conducting planning support visits. In collaboration with other Zone programmes, resource mobilisation and the finance units, emphasis was placed on clearing outstanding reports and coordinating programme review meetings to reflect on 2008 and track progress in relation to the 2009 Zone plan.

The communications unit focused its activities on strengthening the capacities of NS communications departments for the successful implementation of their programmes. Communications support was provided to operations in various NS through web stories, press releases, bulletins, media relations and plugging stories to local and international media. The unit cooperated closely with country representations and Zone office units, and provided technical support various events such as Regional Disaster Response Team (RDRT) training.

**Financial situation:** The total 2009 budget is CHF 4,730,531 (USD 4,458,525 or EUR 3,117,420), of which 48 per cent was covered during the reporting period. Overall expenditure during the reporting period was CHF 1,037,504.

[Click here to go directly to the attached financial report.](#)

See also [Zone 2009-2010 plan MAA64001](#)

**No. of people we help:** Much of the Zone technical departments' work is institutional strengthening and identifying primary beneficiaries is a challenge. The EA Zone supports a total of 14 National Societies in the region – Kenya, Uganda, Tanzania, Rwanda, Burundi, Ethiopia, Sudan, Somalia, Eritrea, Djibouti, Mauritius, Seychelles, Comoros and Madagascar.

**Our partners:** The Zone office technical departments have been working in partnership with the ICRC, the American, Finnish, French, German, Netherlands, Norwegian, Spanish, Swedish, British, Japanese and Swiss Red Cross Societies. Other existing partnerships include the European Commission Humanitarian Office (ECHO), the British government's Department for International Development (DfID), the United States Agency for International Development (USAID), UN agencies such as Office of the Coordination of Humanitarian Affairs (OCHA), the World Health Organization (WHO), the World Food Programme (WFP) and the Food and Agricultural Organization (FAO). The Zone also works with other organizations including the East Africa Roll Back Malaria Network (EARN), the Regional Health Emergency Group (RHEG), the Water and Environmental Sanitation Coordination (WESCORD), Inter-Agency Working Group (IAWG) on HIV and Sexually Gender-based Violence (SGBV) in emergencies as well as National Society partnerships with People Living with HIV and AIDS (PLHIV) associations. The DM department also co-chairs the IAWG on humanitarian aid and works closely with the Regional Food Security and Nutrition Working Group (RFSNWG) and UN ISDR.

## Context

During the reporting period a number of socio-political, economic and natural eventualities occurred in various countries covered by the Zone. In particular, the Sudanese, Somalia and Djibouti Red Crescent Societies as well as Malagasy, Kenya, Uganda, Tanzania and Ethiopian Red Cross Societies faced major challenges.

Following the Government of Sudan's decision on 4 March 2009 to dissolve three national non-governmental organizations (NGO's) and to revoke the registration and order the departure from the country of thirteen international NGOs, the Sudanese Red Crescent Society (SRCS), as an auxiliary to the public authorities, was approached by the authorities to explore filling the resulting humanitarian gaps in Darfur state as well as the rest of the country. Responding to the SRCS request, the Federation deployed a Field Assessment and Coordination Team (FACT) to assist the SRCS to analyze the evolving situation, coordinate with all key stakeholders and develop a strategy based on their mandate and capacity.

In Madagascar, intense tropical storm Eric and intense tropical cyclone Fanele, affected over 50,000 people leaving more than 4,000 homeless. A Disaster Relief Emergency Fund (DREF) was launched to meet the needs of approximately 5,000 beneficiaries with Non Food Items (NFIs) and the provision of clean water. But political conflicts which caused the deaths of over 130 people delayed the implementation of planned activities in response to the cyclones. The Malagasy Red Cross Society struggled to operate effectively in a context of political instability but activities are slowly returning to normal in most operational areas.

In the Horn of Africa, the food security crisis has not abated since December 2008 when the Horn of Africa food security crisis emergency appeal was launched. Somalia continues to face the additional problems of widespread and long-running conflict and of hyper-inflation and is not able to make progress in terms of food security despite some rains. In Ethiopia, whilst some populations in more fertile highland areas have seen the immediate threats to them

retreat with acceptable rains, about 12 million people depend on food assistance and pastoralists in the lowland areas have seen little improvement in their situation as rains remain absent or erratic and constant water stress was further compounded by local outbreaks of Acute Watery Diarrhoea (AWD). In Djibouti, where pastoralists are feeling the full ferocity of water and food shortages on both themselves and the herds which sustain them, the situation continues to deteriorate.

The food insecurity situation in Kenya has seen the most dramatic changes in recent months, with the situation deteriorating rapidly. In February 2009, Kenya Red Cross Society (KRCS) participated in an assessment of the short rains that was conducted by the Kenya food security steering group in 34 districts that were under threat of drought or had been affected by the 2008 political crisis in Kenya. The study showed poor rains in short-rains dependent areas in the southeast and north of Kenya with substantial deficits in most areas. Most of the south-eastern areas received 20 to 50 percent<sup>2</sup> of poorly distributed rainfall. Maize output in the 2008 and 2009 cropping season was 2.4 million metric tonnes, about 20 per cent below average<sup>3</sup>. The effects of the lack of rainfall mean that there is a deficit for all key food crops in Kenya. To take account of the changes in the food security situation in Kenya, Somalia, Ethiopia and Djibouti the Horn of Africa (HoA) food security crisis emergency appeal was revised [MDR64003](#) and launched in May 2009. The main changes are a significant increase in activities in Kenya (across all sectors, but particularly with respect to food), with a reduction in food activities in Ethiopia. In Kenya the food distribution programme was recommended to cover 26 districts. KRCS responded early to the crisis by mobilising public support for a food collection and distribution operation to the worst affected areas during the month of March 2009. The KRCS continues to deliver food rations to affected areas within Kenya.

The Uganda Red Cross Society (URCS) has been over-stretched with multiple disease outbreaks, refugee crisis and food insecurity. The NS has launched a national appeal for food relief assistance and mobilised food support systems.

The Ethiopian Red Cross Society (ERCS) and Djibouti Red Crescent Society have also been supported through the Horn of Africa food security crisis emergency appeal and are conducting food security activities within their borders. Djibouti Red Crescent is also planning a comprehensive livelihood recovery programme with support from British and American Red Cross Societies.

In Tanzania, a series of explosions took place in Dares Salaam and surrounding communities on 29 April 2009, destroying 396 homes and damaging 1,945 homes. These explosions occurred as a result of ammunition stored at a military depot in the community of Mbagla in Temeke district. Thousands, including 1,244 children, were displaced in the process of escaping the explosions. In response, CHF 100,535 was allocated from DREF and the Zone mobilized non-food items from the warehouse in Nairobi. Following the DREF an emergency appeal [MDRTZ009](#) to further support the NS was launched in May 2009. In a nutshell, where there were crises, NS were re-directing their efforts in terms of personnel and resources responding to the crises slowing down the pace and extent of development programme implementation.

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<sup>2</sup> The 2008/09 Short-Rains Season Assessment Report, Kenya Food Security Steering Group (KFSSG)

<sup>3</sup> Kenya Humanitarian Forum 20 Mar 2009, OCHA

# Progress towards outcomes

## Disaster Management

**Outcome 1:** The EA Zone and NS have structural and human capacity to respond effectively to disasters.

### Achievements

- RDRT refresher training was completed with 19 members from NS receiving technical and practical training. These new RDRT roster members from 10 National Societies have increased skilled human resource capacity for regional disasters response.
- A new approach of strengthening National Disaster Response Team (NDRT) was agreed by all Disaster Management managers and this will be started in the next quarter.
- Assistance in facilitation of regional International Disaster Risk Law (IDRL) workshop raised awareness on legal issues related to preparedness and response.

**Outcome 2:** Improved resilience of individuals and communities to mitigate disaster risks.

### Achievements

- DM and Health coordinators from 13 NS were updated on climate change during the DM and health meeting. A total of 12 NS have now completed phase I of the Preparedness for Climate Change (PfCC) initiative. Support mission to Rwanda consolidated the PfCC initiative with 3 national staff.
- A NS Food Security (FS) database has been opened at the Zone to assist in monitoring of NS FS interventions and support given by different Partner National Societies (PNS).
- Rwandan Red Cross Society received technical support on FS programming during May 2009 which resulted in profiling of DRR and FS programme activities and development of case studies for dissemination at the global platform for DRR in Geneva in June 2009. Similar support was provided to Tanzania Red Cross National Society in implementation of Tsunami Early Warning System (EWS) projects.
- A total of 4 NS (Ethiopia, Rwanda, Burundi and Eritrea) developed plans for building capacity in community based DM. Implementation is being supported by the Zone through field visits and technical guidance.
- The DM team guided the development of an innovative food security strategy for Sudanese Red Crescent Society which may provide a model for other NS and regional delegations.
- A total of 4 NS (Kenya, Burundi, Tanzania and Ethiopia) were given technical support in the development of food security concept papers to the European Union (EU) food facility through PNS within their countries.
- KRCS has completed their food security baseline survey and updated their proposal sent to the EU. DM managers from all NS were taken through some basics on food security programming and integration with HIV programmes during the DM/Health annual meeting.
- A total of 5 NS have developed FS proposals and projects, and 4 NS are implementing long term food security projects with funding from PNS. Assistance was also provided to the Red Cross Society of Eritrea (RCSE) to develop a plan of action for Swedish Red Cross supported project in Tigre.
- The DM coordinator participated in the DRR Global programme meeting in Oslo, Norway which took place on 10 to 12 February 2009 with representatives from 20 National Societies as the initial implementers of the Global Alliance.
- Zone disaster management committee provided technical support to developing a DRR programme in Ethiopia Gambella region.

- Based on the NS field report DRR databases have been developed to enable monitoring of DRR initiatives and support needed.
- A new DRR project proposal was developed jointly with KRCS and with International Committee of the Red Cross Economic Security (ICRC Ecosec) unit input for external donor support.

**Outcome 3:** Effective and timely response and recovery to the effects of disasters and /or emergencies.

#### Achievements

- A total of 10 DREF and 1 emergency appeal were launched. As well, ongoing monitoring is being provided to nine 2008 operations which supported around 4 million people affected by disasters.
- Refresher training on DREF procedures was carried out for 28 DM and health coordinators.
- The training of 50 participants from the IAWG and 5 NS members on cash transfer helped to improve skills for recovery programming.
- Medium scale food distribution operation in Ethiopia under HoA appeal helped build capacity of ERCS.

**Outcome 4:** Strengthened and improved cooperation, coordination and support mechanisms.

#### Achievements

- The Zone hosted the annual meeting for the regional inter-agency working group of humanitarian actors which included key note addresses on climate change and migration and UN-NGO relations in humanitarian context.
- Joint facilitation with UNOCHA of regional consultation on climate change. As a result, IFRC was requested to lead the working group on DRR and climate change in the region.
- The DM coordinator participation as panellist in the Africa platform for DRR helped raise profile of Federation's community based DRR work in Zone.
- Partnership with French RC PIROI to strengthen RDRT and regional response mechanisms in Indian Ocean Islands was established.

#### Challenges

- Limited funding in the first two quarters restricted activities on outcome 1 particularly.
- Development of a new project in partnership with British RC means that more results will be realised by end 2009.

## Health and Care

**Outcome 1:** Strengthened community health programming at National Society level.

#### Achievements

- During the reporting period, Community Based Health First Aid in *action* (CBHFA) manuals were finalised and delivered to the Zone<sup>4</sup>. CBHFA in action are activities at community level focusing on First Aid skills development, basic disease prevention and health promotion messaging. There are five CBHFA Master Facilitator workshops planned between the three African Zones in 2009 which will develop approximately 100 master facilitators fluent in English, French, Portuguese and Spanish. In preparation for these workshops, Zone Health and Care coordinators and Geneva are working closely

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<sup>4</sup> CBHFA in action is community based approach to long term capacity building for improved health programs and community development.

to coordinate facilitation support plans for National Societies' participation and workshop logistics. All these efforts are meant to facilitate long-term implementation of the CBHFA approach in Africa.

- Seven Eastern Africa Zone region francophone National Societies (NS) were trained in Yaoundé, Cameroon. At the end of the workshop the trained participants developed action plans to roll out CBHFA within their National Societies. The Zone is taking a lead role in overseeing the role out plans.
- Health and Care unit coordinated and facilitated club 25 workshop in conjunction with Africa for Safe Blood Conference (AFSB) in Nairobi during the month of June 2009. The club 25 mobilizes young people as a new generation of blood donors and linking international club 25 regular blood donation with health promotion.
- Road safety programming was presented by the Road Safety advisor from Geneva in the annual DM and health planning meeting in Nairobi. All NS indicated that they will take up road safety as one of the key components in the community health programs. The main attraction was the possibility of generating funds for community health projects through commercial transport and insurance companies.
- Four NS (Sudan, Kenya, Uganda, and Ethiopia) were supported in emergency polio campaigns through a continental appeal. The campaigns aimed at extensive social mobilization through the Red Cross volunteers.
- The URCS and KRCS were supported through American Red Cross to participate in national immunization days for measles. Information on polio outbreaks and Global Alliance for Vaccines and Immunisations (GAVI) civil society organisations funding opportunities were shared with all the 14 NS.
- The Water and Sanitation (WatSan) unit participated in the annual WatSan global meeting held in Dakar in June 2009. The meeting deliberated on various areas in WatSan programming including mapping of activities currently within the Zones. Discussions were held on new opportunities for funding, new technical methodologies in implementation of activities such as the community led total sanitation technology, and climate change. There were also discussions on the PHAST review exercises on the European Union African Caribbean Pacific countries funded WatSan projects. In addition, lessons learnt in the Zimbabwe cholera interventions were shared and dissemination of materials in WatSan including information on Water Sanitation and Hygiene (WASH) cluster.

**Outcome 2:** Better prepared teams in emergency health response.

### **Achievements**

- The Zone supported Tanzania and Kenya NS to finalise their H2P project proposal. Burundi RC was provided with technical support in the development of their H2P project proposal by the start up team from the Zone and Geneva. They are in the process of finalizing their proposal.
- Participatory Hygiene and Sanitation Transformation in emergency response (PHASTer) workshop was conducted for 5 days from 11 to 15 May 2009 in Kigali, Rwanda. Participants were from DfID funded NS Ethiopia, Eritrea, Burundi and Rwanda. Participants shared their experiences in implementation of Participatory Hygiene and Sanitation Transformation (PHAST) approach in the various emergency contexts they were involved in within their NS. A total of 12 participants were trained on the specific selected PHAST tools and activities that would be employed in conducting hygiene promotional activities in emergency contexts. Emergency contexts involve in-country disease out breaks such as cholera and population displacements such as in refugee camps. In participation was also a participant from Sudanese Red Crescent Society sponsored by Austria Red Cross.

### **Outcome 3: Strengthened HIV and AIDS programming at National Society level.**

#### **Achievements**

- Technical support was provided to two NS (Uganda and Rwanda) in development of HIV at the workplace policy and programme. The Uganda HIV programme is ongoing and is coordinated by a full time volunteer. Two volunteers working with the NS HIV workplace programme participated in the DM and health meeting held in Nairobi in June 2009. The two shared their experiences with the participants.
- Netherlands Red Cross funded re-development of EAZO HIV and AIDS at the work place programme. Using the financial support given, HIV Information Education Communication (IEC) materials for peer educators were developed. In addition, training for peer educators for the Zone workplace programme took place in July 2009.
- Through the health department in Geneva, funding for tuberculosis (TB) integration into HIV and AIDS programme continued for KRCS. The project is being integrated into home-based care programmes, to target TB patients, PLHIV, relatives of patients, prisoners and community members. The main focus will be to strengthen community health information system; intensify case finding among people living with HIV, advocacy for TB uptake; infection control in the community and defaulter tracing. The project is implemented in two project sites, Mombasa city and Siaya town both in Kenya.
- Burundi Red Cross Society was supported in refining country plans for the HIV Global Alliance. The Global Alliance on HIV provides a common framework for resource mobilization. The Burundi Global Alliance operation plan is currently under review for possible consideration for funding.
- Meetings were held with PNS including the Norwegian and American Red Cross Societies to review support mechanism for the Zone HIV programmes.
- KRCS was supported in revising their work plan and reviewing of the Family Health and Home-based Care (FHHBC) programme integrating Anti Retroviral Therapy (ART) in Nakuru. Financial support was provided by the Swiss Red Cross for the activities in the revised work plan. TB and HIV and AIDS indicators were shared with PMER and further input was provided.

### **Outcome 4: Strengthened National Society WatSan programming.**

#### **Achievements**

- The 8<sup>th</sup> quarterly report was finalised and submitted to the EU offices in Kenya. The EU funded African Caribbean and Pacific countries water facility project in Eritrea has not taken off but preparatory activities have been undertaken which include budget and activity revisions. These have been shared with the EU office in Asmara, Eritrea. Field activities are set to begin once in country procurement issues are addressed. A procurement officer from Geneva will undertake the review in July 2009.
- Two coordination meetings were attended in KRCS between January and March 2009. The highlights for the January 2009 meeting was the presentation of the Machakos project mid-term review and also the role of private partnerships in managing community water projects that was commissioned by the KRCS in Makueni. In the March 2009 quarterly meeting, the Federation provided input to the data collection tools for the KRCS WatSan strategic plan.
- A mission was undertaken to evaluate progress on the Mandera Wajir project in Kenya which is in the third and final year of implementation. Boreholes, earth pan locations were visited and discussions were held with community management committee members and PHAST groups. Some activities are still being implemented like pipeline extension and there has been a request by KRCS to extend the project by one year to finalise livelihood activities around borehole 11 and Wajir KRCS compound.

- A WatSan programme evaluation was undertaken in Burundi which included a field visit to the Finnish Red Cross funded WatSan activities within Kayanza province. Recommendations were made on how to improve on the implementation of the WatSan activities and also on how to better integrate both the hardware and software components like community management and hygiene promotion within the programme.
- In Sudan, an evaluation of WatSan project was undertaken to assess progress and provide necessary advice for completion of activities namely shallow wells protection and hygiene promotion. Key findings entailed low activity implementation of approximately 20 percent in shallow wells construction, with hygiene promotion activities not yet started. Recommendations were shared with the Belgium Red Cross which is funding the WatSan programme, the country representation office and the National Society.
- Evaluation of the software activities was undertaken in south Kordofan state upon request by Austria RC and the National Society at the end on April 2009. The evaluation was aimed at determining the implementation of the PHAST approach towards hygiene promotion activities in south Kordofan. Key recommendations entailed capacity building of the PHAST programme officer, adaptation of the PHAST toolkits to the community preference, and retraining of the volunteers on the entire PHAST cycle. Austrian RC, upon these recommendations sponsored the PHAST officer to a PHASTer workshop organized by the Zone in Rwanda in May 2009. There is a follow up activity planned within the year to provide further support and ensure that the software activities are well implemented within south Kordofan.
- In Ethiopia, a WatSan assessment was undertaken in Moyale region in April 2009. The assessment aimed at determining the extent of AWD outbreak in Ethiopia and recommended possible interventions both in the immediate and mid term phases of the outbreak. Recommendations on the proposed intervention will be included in the Horn of Africa food security plan funding to be submitted to ECHO.
- Two NDRT trainings were facilitated in Somalia and in Kenya. In Somalia about 25 participants attended the training and the focus of the training was in water quality monitoring, water treatment and sanitation in emergencies. The participants were taken through the contents in theory and also in a two day practical field exercises in the field. In Kenya, the training was provided to 12 participants drawn from the Government line ministries, NGOs and members of the armed forces. The training focused on WatSan in emergencies and deployment procedures in emergencies. The participants are not part of KRCS NDRT but will use skills gained in their field of work which included emergency response.
- The WatSan unit took part in the bi-annual partnership coordination meeting for all agencies implementing European Union, Africa Caribbean Pacific countries funded projects held in March 2009. The meeting focussed on the progress and constraints experienced in the implementation of these projects both within the first and second call for proposal.
- The WatSan unit in conjunction with the DM department facilitated the RDRT training in Mwanza, Tanzania in March 2009.

**Outcome 5:** Increased resilience to disease outbreaks.

### **Achievements**

- The unit participated in reviewing the HIV prevention guidelines and peer education standards. The prevention guidelines were to be revised to incorporate the suggested changes before printing of the final documents. The two documents were also shared with the 14 National Societies within the Zone for further input.
- Health Red Cross network meeting was held in February 2009. It was attended by 12 NS except Djibouti and Eritrea. New office bearers were nominated to represent the three regional areas (Indian Ocean Islands, Horn of Africa and Great Lakes).

### **Challenges**

- The late recruitment of the HIV senior officer presented major constraints to the unit in terms of implementing HIV programmes.
- Inadequate funding to support NS in the exchange programmes and technical support visits.
- All health components except H2P and polio have not received Zone programme support costs. In the next planning period, the Health and Care Zone plan will ensure that adequate resources to support NS exchange programs, technical support and monitoring and evaluation are included.
- Madagascar was not supported due to political instability.
- Scheduled support visit to Seychelles Red Cross Society were postponed indefinitely due to inadequate funding. However, Seychelles participated in the Club 25 and AFSB conference.
- Psychosocial and maternal child health activities were not implemented but will be implemented in the next two quarters of the year.

## **Organizational Development/capacity building**

**Outcome 1:** Improved NS leadership capacities to develop and implement strategies, and to ensure good performance and accountability.

### **Achievements**

- In liaison with the Joint Statute Commission (JSC), there was successful follow up of the pending cases of National Societies in Eastern Africa that are at various stages of reviewing their constitutions and statutes ahead of the 2010 deadline. In collaboration with ICRC, these NS were offered necessary technical guidance during the reporting period and hopefully a good percentage of them will be able to meet the deadline.
- The unit provided assistance to Tanzania Red Cross National Society in the preparation of its strategic plan. The assistance accorded involved the preparation of terms of reference for consultancies and in mobilisation of partner support and facilitation of plans for carrying out SGS audit in TRCNS. The plan is to use the gaps identified by the audits, as well as the priorities identified in the strategic plan to develop appropriate capacity building interventions.
- In collaboration with ICRC, the OD unit provided induction training to new board members of Rwandan Red Cross most of whom did not have Red Cross background. This has enhanced their participation in guiding the affairs of the National Society.

**Outcome 2:** All the 14 NS in Eastern Africa are recognised by their governments.

#### **Achievements**

- Following the appointment of a new Secretary General at the Red Cross Society of Eritrea, recognition of the NS has been pursued with earnest. Induction meetings were arranged for the Secretary General with partners both in Nairobi and Geneva. Prior to that consultation had been made by the Zone office at the high levels of Government in Asmara. Although it would be rather difficult to achieve before the General Assembly in November 2009, the recognition of RCSE by its Government is well on course.

**Outcome 3:** A nation-wide coverage of grassroots units and services are developed.

#### **Achievements**

- Support was provided for the decentralisation and grassroots development programmes at Burundi, Kenya and Rwandan Red Cross Societies. Coaching support was also provided to the programme coordinator of the pilot project for building sustainable local capacity in Burundi. This is a pilot project supported through the Intensified Capacity Building (ICB) initiative that is now managed through the Zone office.
- In collaboration with Netherlands RC, support was provided to Eritrea, Uganda, Kenya and Ethiopian Red Cross Societies in the development of tools for grassroots community mobilisation and programmes.
- The OD unit worked with Swedish RC to support five east Africa National Societies in developing a local capacity user guide. This will further enhance the work of grassroots units and has been considered for adoption as a global Federation tool.

**Outcome 4:** Improved financial sustainability.

#### **Achievement**

Under the auspices of the OD and Resource Mobilisation (RM) working group of the RC-NET, the OD unit promoted best practices in resource mobilisation. In addition, manuals for community Income Generating Activities (IGA) projects were developed and disseminated in an effort to contribute to financial sustainability at grassroots.

**Outcome 5:** NS are well functioning organisations with sustainable systems, procedures and staff with desired level of managerial and technical competencies.

#### **Achievements**

- A systematic study for the implementation, and improvement of computerised accounting systems in Rwanda, Burundi and Tanzania was conducted. This led to the design and installation of appropriate systems some of which (in Burundi) has been completed and handed over. The improved financial management systems has restored donor (and membership) confidence and enhanced the eligibility of Burundi Red Cross for promotion to the cash transfer system.
- The reports generated by financial systems installed in Sudan during the previous year were reviewed and feedback provided for continuous improvement. Generally all installed systems are working well to satisfy partner expectations.
- The unit sourced for the most cost-effective, user-friendly and up-to-date hardware and software options for National Societies. In southern Sudan for instance, recommendations were made to the various PNS for cost-effective internet and telecommunications solutions through pooling resources. In collaboration with the Zone Information Systems Development (ISD) unit, competent IT and telecom staff in Sudan, Rwanda and Burundi was recruited. This has greatly improved Information Technology (IT) and telecommunications services in these National Societies.

- IT and telecom capacity assessment in Rwanda, Burundi and Sudan, were conducted and reports indicate generally high installation costs, unreliable internet especially at branches, and limited back up services especially for web design and maintenance. This will inform future investments.
- Sustainable professional internet and email services in Rwanda and Burundi were installed. In all operational installations, national regulatory requirements and laws regarding licences, applications were clarified and are being followed. After successful feasibility studies, HF and VHF radio networks in Burundi, Rwanda and Sudan NS were designed and installed at both headquarter and branch levels. These National Societies now operate some of the most reliable radio systems. These have greatly improved communications especially during emergencies.

**Outcome 6:** Enhanced movement cooperation and Operational Alliance.

### Achievements

- The unit supported the development of Cooperation Agreement Strategy (CAS) in Uganda and disseminated Movement cooperation tools such as CAS and Operational Alliance in at least six NS. Also the OD coordinator represented the Federation in various partnership meetings during which positions were clarified and guidance provided for effective Movement cooperation.
- Participation in the review and documentation of cooperation strategies and in sharing learning from Uganda, Sudan, Kenya and Rwanda NS was another achievement. The unit coordinated the work of networks including RC-Net (its steering committee and working groups) and the Lake Victoria programme. As a result of good coordination, RC-Net meetings were well attended and a majority of the resolutions passed were implemented. Additionally, cross-border meetings and events were facilitated and joint initiatives were explored and supported. A number of PNS have considered subscribing to the regional approach espoused by the Lake Victoria programme.
- The OD coordinator continued to engage with practitioners and partners in discussing innovative approaches towards NS development and in their promotion and implementation.

### Challenges

It has not been possible during the reporting period to extend services to all the 14 National Societies in the Zone due to capacity and financial constraints. Most affected are the four National Societies in the Indian Ocean Islands that receive very little PNS budget support. In addition, the Zone OD office has a staff complement of a coordinator and a programme officer without a single OD delegate in the field. This falls critically short of the requisite capacity.

In mitigation of the effects of a disproportionate financial support to some NS, the Zone office has sought to channel un-earmarked resources to the Indian Ocean Islands. As for technical capacity, the Federation and Country representatives have continued to implement specific OD tasks. However, this has in many instances drawn them away from their core responsibilities.

The incessant changes in NS leadership and management positions have in most cases affected planned development thus affecting the attainment of desired returns from investments in human resources, organisational systems and processes.

## Planning, Monitoring, Evaluation and Reporting (PMER)

**Outcome 1:** Integrated PMER systems and structures in place within NS for more effective and efficient management of programmes

### Achievements

- The PMER unit coordinated data collection on a set of indicators for DfID funded NS in Burundi, Ethiopia and Rwanda. This contributed data for the institutional strategy III annual report which is compiled by Geneva and submitted to DfID.
- In May 2009, the Ethiopian Red Cross Society (ERCS), in collaboration with the Zone PMER unit, conducted a participatory PMER self assessment. A total of 30 staff from headquarters and branches participated in this exercise. The results obtained assisted the ERCS PMER unit to modify and prioritise their action plan. The assessment also assisted the facilitators to review and establish the PMER training needs.
- The PMER needs for NS in Burundi, Eritrea, Ethiopia, Kenya, Rwanda and Tanzania were established through regular consultations with PMER focal points. The department addressed these needs through training (Ethiopian Red Cross), peer-to-peer support (Rwandan Red Cross) and technical support visits to Tanzania and Kenya.
- The ERCS and Comoros Red Crescent Societies are currently utilising the Zone PMER training materials to conduct training for their branch level staff.
- PMER unit also supported 2 NS in PMER exchange visits to other NS (Uganda and Rwanda). The visit by Rwandan Red Cross (RRC) head of PMER to URCS helped RRC to learn how PMER operations are conducted in URCS, and based on this knowledge; Rwanda is currently developing their own PMER strategy. The visit allowed the RRC to understand the evolution process that URCS PMER department went through from inception including the challenges encountered and lessons learnt. On the other hand, the URCS was able to understand how the PMER processes are coordinated at RRC.
- The PMER unit organised a PMER workshop for ERCS staff following a PMER capacity assessment where 30 participants from the NS headquarters and branches participated. The training was aimed at strengthening the capacity of ERCS staff and volunteers in PMER. The NS PMER staff was co-facilitators. This contributed to forming a pool of PMER trainers in the Eastern Africa Zone.
- Planning tools were disseminated to all Zone departments as well as country and Sub Zone representatives. Draft 2010-2011 plans have since been developed based on these plans. The PMER department continues to give support based on these tools as well as other PMER tools.
- The development of a monitoring tool (2009) for the Zone programmes was completed and distributed to the respective Zone departments. In addition to that, the development of an integrated monitoring tool (2009) for DfID funded programmes was completed and distributed to the DfID-funded countries.
- The monitoring and evaluation system development is currently ongoing in Tanzania and Kenya. SPSS training was organized by the PMER department for six members of staff (four from NS and two from Zone). After the training the SPSS software was installed on the laptops provided to them to facilitate roll out. Technical support visits are ongoing to ensure that the monitoring and evaluation database is operational.

**Outcome 2:** Enhanced skills and capacities of the National Societies to deliver quality and timely plans and reports.

### **Achievements**

- In March, the emergency reporting officer facilitated a session on planning and reporting in emergencies during the RDRT training in Mwanza, Tanzania. Moreover, planning support missions were conducted in 2 NS (Rwanda and Tanzania) in June 2009. The outcomes of these planning missions were the development of draft country plans for the two countries.
- A draft terms of reference has been developed for the learning network. The launch will be done in the following quarters once funding has been secured.

**Outcome 3:** Improved understanding of key programming elements in the core Federation programmes by National Societies and Federation staff.

### **Achievements**

- The Secretariat planning meeting was held on 16-17 June 2009. The meeting was attended by Federations' Country and Sub-Zone representatives as well as staff from the Zone technical departments, Zone senior management and Geneva representatives. During this meeting specific technical input was provided to 13 country plans and budgets. As well, highlights of the Zone and global plans were also discussed. At the end of the meeting an action plan with specific action points and allocation of responsibilities and timeframe were agreed upon. Implementation of the action plan is progressing well.
- PMER unit coordinated strategy 2020 consultation events at Zone level. The Zone consultation meeting was held in March. 13 NS were represented and input was provided to the S2020 team. Strategy 2020 draft 5 has been shared with NS.

**Outcome 4:** Increased understanding of and compliance to key donor's regulations

### **Achievements**

- A total of 95 reports have been published on the web and sent to the donors. Twenty two DREFs and emergency appeal reports and 73 pledge based reports (PBR); (22 narrative and 51 financial reports) have been sent to the donors. Overdue reports were reduced to 25 by end of June 2009 from 57 overdue reports in June 2008.
- Bi weekly meetings chaired by the Deputy Head of Zone are held with DM, finance and resource mobilisation unit to assess progress being made to clear the due reports and lay strategies for the upcoming deadlines. This has contributed to reducing overdue reports.

Some planned activities were not accomplished during the reporting period. These included supporting NS in proposal development and PMER training in Burundi RC. The PMER training will be conducted in the third and fourth quarter if funding permits. As well there are plans to support proposal development processes for NS in the second half of the year.

### **Challenges**

- Timeliness and quality of reports remains a challenge with many NS and some Zone departments not submitting the required reports in time. However, to overcome this problem, Zone PMER shares the list of overdue reports twice a month with the respective departments and country representatives. As well, a list of upcoming deadlines is also being shared. Bi weekly meetings on reporting are also held to keep track of the progress.
- The monitoring and evaluation system development for TRCNS is not on course despite the numerous trainings and follow ups that have been carried out.

Discussions are currently ongoing with the health and care departments of the Zone and TRCNS to re-strategize.

- Due to low funding levels of the 2009-2010 country plans, many NS were not interested in identifying their priorities for plan 2010-2011 therefore they did not want to be engaged during the planning process. It is hoped that the planning process will be reviewed by Geneva and a more meaningful process adopted for the next planning cycle.

## Communications, Principles and Values

**Outcome 1:** Increased communications capacity of NS.

### Achievements

- The Communications manager facilitated training on emergency communications and advocated for integration of communications process during the RDRT in Mwanza. A presentation on this year's global campaign entitled '*our world, your move,*' was also made.
- At the climate change training workshop, five NS communicators participated at the beginning of the year.
- To ensure effective coverage of emergency operations, support was provided to Kenya, Somalia, Djibouti and Ethiopia through a web article on the HoA Food Security operation. Similar support was provided to Tanzania through an article and a press release following an appeal after a blast at a mine depot. Similar support was provided to Rwanda through an article on disaster risk reduction and preparedness after Nyiragongo volcano stirred. Additionally, support was provided to Tanzania and Burundi through an article on Albino killings and on Tsunami preparedness. All these articles were published on the Federation website.

**Outcome 2:** NS staffs have basic communications skills needed for successful programme implementation.

### Achievements

- Training documents were shared in English and French with various NS for them to implement their activities. So far, most of the NS have officially launched the campaign for the World Red Cross Red Crescent day and its activities are aligned with the campaign.
- Coaching missions for Rwanda and Ethiopia were successful. In Rwanda, the mission was related to governance and management while in Ethiopia it was under the Horn of Africa appeal in which the Communications manager worked together with the communications counterparts in ERCS and trained them in media relations and management as well as production of joint articles.
- African weekly media analysis led to enhanced cooperation and it highlighted stories relevant to the Red Cross and Red Crescent work. Newsletter for first quarter was released and 2<sup>nd</sup> quarter newsletter is almost complete.
- The developed briefing packs promoted external relations and supported general resource mobilization activities.

## Challenges

- Lack of translation for francophone NS has resulted in delayed reports by some NS/PNS and there is low correspondence when gathering information.
- Due to financial constraints, it was not possible to recruit a communications officer for the Zone office. At the moment the office has additional support of a Communications assistant, who has been in the office since November 2008.
- The Zone Communications forum was planned to be held before the General Assembly (GA) and Council of Delegates. In case this activity collides with the GA, then the communication forum will be held next year (2010) if resources will still be available.
- The volumes of images and photos sent to Geneva have not been utilized to their maximum potential in the photo gallery. Some articles sent have also not been posted, (about six on the Horn of Africa Food Security crisis). Preparations were made but financial and time constraints could not allow for a proper launch.

## Working in partnership

The WatSan unit has had effective partnership coordination with the National Societies in the Zone. This has been very effective in National Societies specifically Kenya and Eritrea where we have current EU water facility projects under implementation. PNS particularly the Netherlands, Finnish and Austrian have had commendable support from the unit through support missions to their programme field sites and also on formulation of WatSan guidelines. In implementing the TB/HIV, FHHBC and ART projects the Kenya Red Cross Society worked in collaboration with the Ministry of Health through training Ministry of Health service providers and using the Ministry of Health facilitators for the National Society workshops. The National Society also referred clients to Government supported voluntary counselling test and antiretroviral and TB facilities. Humanitarian Pandemic Preparedness (H2P) project encourages the NS to work with the local partners to respond effectively and efficiently. Uganda and Ethiopia established the partnership with CARE, International Rescue Committee, and Concern International. This enables these countries to scale up the roll out of preparedness activities into the communities.

IFRC Zone hosted the annual meeting for the regional inter-agency working group of humanitarian actors which included key note addresses on climate change and migration and UN-NGO relations in humanitarian context. Disaster Management conducted joint facilitation with UNOCHA of regional consultation on climate change resulting in request to IFRC to lead working group on DRR and climate change in the region. The DM coordinator participated as a panellist at Africa platform for DRR helped raise profile of Federation's community based DRR work in EA Zone. There is an ongoing partnership with French RC PIROI to strengthen RDRT and regional response mechanism in Indian Ocean Islands.

The main partners for organisational development are the 14 member National Societies in the Eastern Africa Zone. Whilst organised under the RC-Network for cooperation and peer support, each one of the NS are at different stages of development. In designing support mechanisms therefore, no uniform approaches are applicable except for the common issues that affect all. Capacity building is a cross-cutting issue in which PNS in-country and other service departments of the International Federation are involved. The Organization development unit works closely with them to ensure a holistic approach to capacity building. The ICRC continues to be a valued partner in the pursuit of most of the above outcomes. Several initiatives have been taken for closer cooperation including conducting joint missions, convening senior management meetings and sharing information.

## Contributing to longer-term impact

The WatSan unit has promoted the development and implementation of monitoring tools on behavioural approaches with main focus on hygiene promotion. The data gathered from household visits by volunteers is consolidated and shared with the communities on a monthly basis. Providing feedback to the communities has increased their awareness, ownership and appreciation of the challenges faced thereby planning effectively to address these community health challenges. These best practices have mainly been spearheaded within the water facility projects, but are being shared out with other National Societies. As influenza A (H1N1) spreads all over the world, lessons learnt and preparedness and response materials from H2P project were shared with other NS in the Zone.

The OD department has re-focused its mission to underscore the importance of leadership development, as well as the development of structures and systems for increasingly better response to situations of vulnerability. A strong volunteer management system, coupled with a dynamic youth membership is important for effective service delivery. Efforts have been made in collaboration with Netherlands RC to develop a volunteer management database. This is in response to the felt need expressed by almost all NS in the Zone. With support from Japanese Red Cross Society, a youth network is in formation. These initiatives form the basis of sustainable NS development.

PMER will continue to promote and support the development of monitoring, evaluation learning and accountability mechanisms at Zone and NS level. This will also assist in improving the quality and impact of programming as well as to ensure that the resources are used in a transparent and efficient manner. During the reporting period, an annual review meeting reflecting on the achievements and gaps during 2008 was held. The lessons learnt were also shared and are already being incorporated in 2009 programming. A mid year review meeting was held in July 2009 to track progress in relation to the 2009 Zone plan.

## Looking ahead

The WatSan unit is currently in a mapping exercise for PNS interested in co-funding for the third call water facility projects and also for the USAID. These resource mobilization efforts are geared toward increased WatSan programming.

The WatSan unit has also put in place mechanisms for WatSan training for RDRT. This will ensure a pool of resource persons to be called upon in case of disasters both at the national and regional levels. The WatSan RDRT training is due to be held in the third quarter of 2009. The Health and Care department, through H2P projects in 5 countries, will continue to strengthen the preparedness status and response capacity for pandemic influenza and to promote the best practices across Zone.

In the remaining period to the close of 2009, the OD department will focus on working with NS leadership and management to promote and strengthen peer-to-peer support within the RC-Network, regional programmes such as the Lake Victoria programme and bilaterally. The unit will also focus on promotion, documentation and dissemination of best practices such as the pilot project for building sustainable local capacity. The formation and facilitation of vibrant youth and volunteer networks that would spear head the growth of grassroots structures and participate in NS leadership will be another area of priority. Other areas of focus include: development of human resources, financial systems, IT and telecommunications support to several National Societies including Tanzania RC and Malagasy RC; supporting the development and promotion of local initiatives like the Red Cross units concept by Burundi RC, the minimum grassroots services concept proposed by Rwanda RC and similar innovations; and support to the development of selected branches in Ethiopia RC, and in coordinating similar efforts in southern Sudan.

During the next half of the year more focus will be aimed at having integrated PMER systems and structures in place within NS for effective and efficient management of programmes. The unit will continue striving to enhance skills and capacity of NS staff through training workshops, exchange programmes and peer reviews. To promote knowledge sharing and learning a shared learning network meeting will be held in November 2009; through the network, greater linkages will be built, and knowledge and experiences on key PMER issues consolidated and disseminated to NS, the Zone and partners.

The arrival of a Food Security Advisor in the DM Zone office will help to find new direction and momentum for the longer term food security initiative and also provide better guidance to the Horn of Africa appeal.

| <b>How we work</b>   |   |
|--|---|
| <p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>   | <p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul> |
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