

EASTERN AFRICA

REGIONAL PROGRAMMES

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The Federation's Regional Delegation (RD) for Eastern Africa, established in Nairobi in 1991, covers 14 countries with a population of 190 million people. Most are among the world's poorest states. Nairobi also became the logistics base for the region — the Operations Support Unit (OSU) covers the entire territory.

Today there is reason for some optimism in Eastern Africa. Kenya has climbed out of the ranks of the world's poorest 20 countries. Uganda is out of the poorest ten, its per capita income having risen for the sixth consecutive year. Ethiopia's principal donors have praised economic policies and reforms; a stabilisation programme has been successfully implemented. But the region continues to be plagued by rising levels of poverty, population movement, political instability, drought, natural disaster, the degradation of the environment, increasing desertification, and by the pollution of scarce water resources. The burgeoning slums of the cities may now contain the region's long-term most vulnerable, and the ills of urbanisation promise a 21st century catastrophe unless far greater efforts are made to preclude it. Meanwhile ongoing conflict leaves vast numbers living as refugees, or displaced within their own countries.

Drought is increasing right across the region (and spreading through the Sahel). During 1997, 60 per cent of Kenya was affected, and the drought in north-eastern Uganda was the worst in 15 years. In Tanzania, acute food shortages occurred around Lake Victoria, in the north-east and coastal regions, and in Sudan 16 states were seriously short of food. Drought also hit Ethiopia and Eritrea.

Supported by the Federation, National Society (NS) response continues to grow across the region, and with it increasing regional co-operation. The Kampala Declaration, from the Fourth Pan African Conference of Red Cross and Red Crescent Societies in September 1996, analysed the challenge and committed NSs to a plan of action.

The RD is attempting to work in an integrated manner. During the course of 1996, a programme team started consolidating its existing projects/programmes (i.e. institutional development (ID), disaster preparedness (DP), health, information) into one coherent development programme. The aim is to give technical advice in various fields within the framework of overall ID processes. Using the Characteristics of a Well-Functioning Society as well as Federation procedures and policies as a general framework, selected NSs are being assisted to undergo an analysis of their strengths and weaknesses. On the basis of this analysis, National Societies are encouraged to draw up comprehensive (institutional) development plans.

The RD is also moving along this process by ensuring adequate structure for servicing all NSs. An evaluation of OSU has taken place and a review of the structures of the RD will be done to ensure adequacy of skills and responsiveness to the region's expectations.

Programmes in 1998

Institutional and Resource Development

The Institutional Development (ID) activities began in 1995 with an objective to enhance NSs' capacity to carry out their programmes. Efforts were focused in 1995 on Uganda, Tanzania and Kenya, while initial support was extended to Eritrea and Sudan. In 1996, ID efforts concentrated mainly on Tanzania and Kenya, while there was some initial support to Eritrea, Ethiopia, Comoros, Madagascar, Rwanda and Somalia. In 1997 ID assistance was focused on Comoros, Eritrea, Ethiopia, Kenya and Madagascar.

Objective:

To continue promoting and facilitating ID processes and a clearer understanding of the role of governance in selected Societies.

Plan of Action:

The RD facilitates institutional development-related advice and support, especially in the areas of: programme planning and design; monitoring and reporting; change processes; restructuring; organising and running consultative meetings with partners; and facilitation of communication with partners and writing up co-operation contracts

The following prioritised activities and countries were identified on the basis of National Society plans and the outcome of the regional planning workshop held in Kenya in June 1997.

Comoros, Eritrea, Ethiopia, Rwanda: Quarterly ID monitoring, follow-up and support visits from the RD.

Djibouti: Assistance in organising a general assembly.

Kenya: General technical advice on restructuring and professionalising management; facilitation of workshops on governance and development and technical assistance in follow-up; provide feedback on KRCS plans and quarterly reports; participation in monitoring trips of field level activities.

Indian Ocean Islands: Assistance in organising a first sub-regional meeting.

Exchange Programme

In response to requests for support in training and exchange activities, the RD launched its exchange programme in 1996, under which six exchange missions between NSs in the region have been completed successfully. At the same time the Regional Delegation is promoting and facilitating the technical training of key individuals and specific training courses for groups of NS staff.

During 1998 the Federation will initiate a study programme in response to NS concern over how to attract and retain volunteers.

Objectives:

To strengthen human resources within Eastern Africa through the exchange of experienced personnel; to assist NSs in defining and implementing new policies for volunteer management.

Plan of Action:

Activities will include the facilitation of twelve exchange missions; monitoring of identified "post-exchange" follow-up activities within the NSs involved, and evaluation of the programme. The Delegation will recruit a staff on loan, who will carry out research aimed at providing new data on motivation, performance quality, management models, training needs of volunteers in relief and development, produce a report containing specific recommendations and initiate the implementation thereof.

Health

Since 1993 the RD's health programme has concentrated on: promoting safe blood supply; the community based approach to first aid training and practice and health care; an integrated approach to health and technical emergency health support to NSs.

Based on this implementation experience and a regional planning workshop in June 1996, a five-year regional health plan has been developed and endorsed. The 1998 plan is an extract from the planning document.

Against the background of instability, conflict, poverty, famine and population displacements, the following factors determine and characterise the precarious health situation throughout the region:

The morbidity and mortality profiles of all countries include nutritional disorders, infectious diseases, high infant mortality, high maternal mortality and low life expectancy;

HIV/AIDS continues to be one of the most serious challenges;

Access to health care is generally poor and getting worse in many countries.

Primary Health Care appears to be the most effective long-term health response. In line with the Federation's community health strategy, Community Based First Aid (CBFA) is likely to be the main health activity of NSs in the region and is considered the main entry point to other health programming as it allows NSs to develop small manageable programmes that have a chance of sustainability even without donor support. Gradually, as communities build up capacity in analysing and handling some of their health issues, it becomes possible to add on other health and development activities.

Aside from promoting the CBFA concept, the regional health programme also aims at addressing relief health aspects and human resource development in the area of health. Furthermore, the regional health programme should not be seen in isolation, but as part and parcel of the RD's efforts at promoting overall development of NSs, which includes other technical aspects such as institutional development and disaster preparedness.

Objective:

To assist NSs in their efforts to strengthen the capacities of vulnerable communities in dealing with adverse health situations.

Plan of Action:

Support the development of quality national CBFA programmes in Comoros, Madagascar, Rwanda and Somalia.

Train CBFA trainers, including a workshop for Burundi, Comoros and Seychelles as well as a refresher course for national CBFA trainers for Kenya, Rwanda, Somalia, Tanzania and Uganda.

Conduct one CBFA curriculum development workshop for Burundi, Comoros, Madagascar, Mauritius and Seychelles; finalise the CBFA curricula for Eritrea, Ethiopia and Sudan; adapt manuals into national languages for Burundi, Ethiopia and Rwanda.

Assist in documenting experiences with blood donor clubs in Kenya and Uganda for possible replication in other countries.

Relief Health and Disaster Preparedness

Monitor health components of relief operations and provide technical input and advice on request.
Organise emergency health response training for NSs using Emergency Response Unit equipment and techniques.

Provide technical health expertise and input into developing national disaster profiles and vulnerability and capacity assessments.

Identify NS roles in and training on prevention and first aid management of emerging and re-emerging infections such as HIV/AIDS/STD, TB, Ebola, Malaria (one workshop for Burundi, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, Sudan, Tanzania, Uganda).

Infectious Diseases

Hold a training workshop for NS health staff on emerging and re-emerging infections.

Training

Facilitate management training for senior health staff in Rwanda, Somalia and Uganda.

Conduct a training workshop for National Society health staff in appropriate health assessments and designing appropriate health interventions.

Regional integration

Conduct a regional planning and monitoring workshop.

Reproductive Health (RH)

Ensure implementation of RH plans at country level;
support and assist NSs in implementing RH project and recommendations of the mid-term assessment report;

participate in final evaluation of the project;

assist reproductive health (RH) task forces in Uganda and Tanzania to standardise RH reporting and how to integrate RH services;

strengthen existing NGO network on RH in Tanzania and Uganda;

ensure RH task forces in Tanzania and Uganda meet monthly and involve national Governments;

involve the RH co-ordinator in task forces put together by the Inter-Agency Working Group on RH in refugee situations.

Information

In a volatile and ever-changing situation, a clear public perception of what the Red Cross/Red Crescent is, and what it is doing in Eastern Africa, the Great Lakes and the Indian Ocean, is of paramount importance. Media and the public profile of NSs/Federation are the overriding concerns of the information department.

Objective:

To acquire maximum media and public profile for Red Cross/Red Crescent concerns and activities through the establishment of close relationship with national and international media, and through media/public campaigns and advocacy.

Plan of Action:

Besides generating media interest in Red Cross/Red Crescent angles/involvement in current events, other key activities will include:

Media campaigns: The Delegation has selected as prime subjects for advocacy: poverty (the ills of urbanisation as well as rural poverty), water (access to clean water), and displacement of people.

Develop a regional information network through the employment (and training) of PNS-funded local

journalists seconded to country delegations. They will operate as country delegation information officers, maintain a stream of information to the RD, and work to heighten the image of the NS concerned.

Encourage the exchange of views and information among the NSs of the region, primarily through the development and restyling of the regional newsletter which will become a NS forum.

Facilitate visiting media.

Develop (in close co-operation with NSs) a sponsored radio soap opera formula which incorporates the social ills RC/RC seek to address, and which can stimulate the recruitment of volunteers and the involvement of youth.

Establish a regional Internet RC/RC home page.

Establish an information centre/data bank at the RD, to process and analyse the information flow to the Delegation, and to ensure institutional memory.

Operations Support Unit (OSU) and Disaster Preparedness (DP)

The OSU was founded in 1994 following the Rwanda/Burundi crisis. Its primary function was to serve as an operational logistics arm to support country delegations in the field. In the last two years, its role has expanded in two key areas: the volume of traditional support (procurement and transport of supplies to the field) and taking on the role of standardising logistics procedures.

The Regional DP programme was established in Eastern Africa in 1993. During 1993 and 1994, the focus of the programme was on advising NSs in the region on DP and on setting up relief operations in Uganda (for Sudanese refugees) and on the Kenyan coast (for Somali refugees). In 1995, the programme entered a new phase with the addition of the regional training programme for Eastern Africa.

Objectives:

Support to Operations (from OSU): To ensure adequate support to country delegations and/or NSs for disaster operations;

Disaster Response: To assist NSs and country delegations in increasing their disaster response capacity.

Plan of Action:

Support to Operations: Supply materials and services support to ongoing operations; provide regularly scheduled contracted aircraft services for passenger and light cargo transport as well as ad hoc charters for large bulk cargo within the region; consolidate country delegation stock reports with pipeline information to create a regional stock picture for planning, operational purposes and donor reporting, related to medical logistics and telecommunications.

Disaster Response: Assist in developing and promoting standards, especially in the area of Federation logistics procedures; assist NSs in improving their disaster preparedness and response training curricula and methodology; facilitate disaster response training; provide in-country technical advice on disaster preparedness and response, including logistics planning; participate in Federation assessment missions to determine the logistics requirements for relief operations.

DPP: Facilitate the work of the regional Standardisation Working Group and promote the integration of its agenda into NSs plans; revisit the concept of Vulnerability Capacity Analysis and define its implications for institutional and branch development; develop national, sub-regional and regional disaster profiles.

Delegation Management

The RD is implementing a comprehensive development programme (comprising three interrelated projects for institutional development, disaster preparedness and health) as well as providing a number of operations support services.

The Delegation's management team comprises the Head of Regional Delegation (HoRD), the Deputy

Head of Delegation, a Finance and Administration Delegate and the heads of the Programme Team and the OSU. Through the management team, the HoRD ensures the overall co-ordination of all sections of the Delegation and compliance with Federation strategies and policies.

Given the disturbing trends of increasing poverty, urban overpopulation, failing infrastructure, and ongoing human displacement through internal and external conflict in the region, the management will be active in advocacy on humanitarian issues. The issues for 1998 are: poverty, water, and displacement of people.

Objectives:

To contribute towards overall Federation resource mobilisation;
to promote and facilitate advocacy on a regional basis with a focus for 1998 on poverty, water and displacement of people;
to ensure proper management of the Delegation and its programmes.

Plan of Action:

Stimulate NSs to promote Governmental contributions and to undertake fund-raising in-country. Network and sensitise NS governance, management, staff, Federation Delegates, governments, embassies, UN agencies, OAU on advocacy issues. Management activities will include planning and budgeting; ensuring implementation of plans; financial control of and reporting on RD work, providing timely, accurate, appropriate, and useful financial accounts as well as ensuring appropriate, responsible, and responsive management of human, financial, and capital resources.

KENYA

During the past few years, the Kenya Red Cross Society (KRCS) has been involved in large-scale emergency operations, most recently in the refugee operation along the coast, the drought operation in the north-east (Garissa) and the cholera programme in the west. Indications are that involvement in all these operations will be phased out during 1997. At the same time the Society's more long-term development programmes will continue, focusing on the branches in operational areas.

Disaster Preparedness and Relief

Objectives:

To improve the operational capacity of the Disaster Relief and Preparedness Department.
to increase the disaster management capacity of KRCS Branches;
to strengthen, in co-operation with the Health and Development departments, the existing community based counter-disaster measures.

Plan of Action:

Develop, approve and disseminate the KRCS National Disaster Plan; review and update the KRCS Disaster Handbook; participate in the Regional Disaster Preparedness Standardisation of Operation Procedures meeting; carry out dissemination sessions on usage of Guides; identify and carry out resource-raising campaigns; update data bank on Red Cross Action Teams (RCATs). Create new and reorganise existing RCATs; carry out an assessment on current disaster management capacities of KRCS Branches; develop a teaching guide for the RCAT curriculum; conduct four Regional Training of Trainers sessions for the Disaster Management Resource Persons (DMRP) at the Branch level; carry out four Branch level training sessions for the RCATs (to be conducted by the

DMRPs; carry out follow-up activities; organise mock exercises and competitions for the RCATs; develop and produce operational field guides to complement the Disaster Handbook.

Conduct (always working with the communities selected) hazard mapping, risk analysis exercises, vulnerability and capacity assessments; carry out an assessment of the traditional early warning systems and coping mechanisms within the selected communities; identify and prepare resource persons for various disaster management activities.

Branch development

Objectives:

To develop and strengthen KRCS at local level;
to support Branches in carrying out KRCS activities (programmes) activities;
to strengthen the networking and capacity of Branches with other partners.

Plan of Action:

Training of Branch officials and co-ordinators on Branch management skills;
Facilitation, initiation and sustenance of income generating activities;
Supplying branches with Flag Day materials for fund-raising efforts as well as other materials/supplies to enhance their operations capacities.

Facilitating twinning and other bilateral co-operation.

Leadership/peer counselling training in six Branches (Nairobi, Nyeri, Kwale, Nakuru, Machakos and Busia).

INDIAN OCEAN ISLANDS - INTEGRATED CAPACITY BUILDING

The NSs in the Indian Ocean are situated in a region which is prone to natural disasters such as recurring hurricanes, cyclones and volcanic activity. The countries are furthermore characterised by poverty, by enormous needs in the health sector and socio-political upheaval. Their NSs have relatively weak capacities for implementing small-scale development-oriented projects and for disaster preparedness/response. At the same time there is clear potential for using the network of Red Cross structures and a noticeable spirit of voluntarism.

Objective:

To build up capacity within the NSs of the Indian Ocean islands, and in particular in the Comoros and Madagascar, for implementing disaster preparedness/response programmes and small-scale community health projects.

Plan of Action:

A coherent mix of sub-regional workshops and specific follow-up at the national level through delegates. A series of sub-regional meetings and technical workshops will be initiated and organised by the RD in Nairobi. Concrete plans of action will be followed up by participants upon return to their home countries.

Two technical Development Delegates in the Comoros (one) and Madagascar (one) will form part of the RD's programme team and will be responsible for follow-up according to agreed plans.

