

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

31 December 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. 3; Period covered: July-September 2001; last Programme Update (no. 2) issued on 7 September, 2001

“At a Glance”

Appeal coverage: 52%

Related Appeals: N/A

Outstanding needs: While this appeal remains covered at only 52%, donors are encouraged to focus attention and support on the Federation’s 2002 East Africa Annual Regional Appeal (no. 01.07/2001)

Summary/Update: Many significant challenges were encountered during the period, and funding for the regional delegation improved which has relieved some of the financial pressure. The delegation looks forward to consolidating its progress and continuing to add value to the Federation’s overall goals and objectives while flexibly adapting to the changing environment.

Disaster Preparedness and Response

Objective 1: To build up or strengthen Food Security (FS) capacities and programmes at regional and national levels.

The DP delegate conducted a training, planning, and networking mission to the Eritrea Red Cross Society from 19-24 July. The DP delegate and the regional response officer (RRO) also attended a one-day FS meeting on Somalia organized by the Food and Agriculture Organization (FAO) on 19 July to discuss FS coping strategies in Bakool, Bay, and Gedo. The food situation is critical in Bay and Bakool, and food aid will be needed by January 2002..

Objective 2: To Improve readiness for political disturbances and mass population movement scenarios.

The contingency plan for Kenya’s 2002 General Elections has been endorsed by the Kenya Red Cross Society (KRCS) and widely shared with the Nairobi-based PNSs. It has also been shared with the British Department for International Development (DfID-East Africa, based in Kampala and covering Kenya, Tanzania and Uganda). To respond to the potential for increased tribal clashes, more focus will be on fundraising and implementing the contingency plan in the next quarter.

The issue of a contingency plan for Burundi was discussed with the Federation’s Burundi head of delegation and it was agreed that training of emergency teams would be organized. Adequate stocks exist in the national society but a national framework plan to operationalize the existing resources is lacking.

As part of the DfID Partnership which is being coordinated by the regional disaster preparedness officer (RDPO), the Rwanda Red Cross is in the process of setting up emergency stocks in 4 regions of Kigali, Gikongoro, Gisenyi and Kubungo, in addition to training store keepers in the same regions.

Objective 3: To Improve preparedness for seasonal floods/cyclones (particularly in urban centers).

During the quarter, the sub-regional DP/R team was established. At the request of the French Red Cross, the DP delegate visited Réunion from the 8 to 15 July for the training and organizing of the sub regional team which is made up of 23 national society officers from the Comoros (3), Mauritius (2), Mayotte (2), Madagascar (7), Seychelles (5), and Réunion (4). The training covered diverse topics such as emergency plans, classification of disasters, displacement, cyclone phenomena, Sphere standards, and conflict situations. The only shortcoming was the absence of representatives from the ICRC-Pretoria delegation, an integral partner since the inception of this programme in April 2000. The next steps for this sub-regional DP/R team will include: (a) individual national societies to prepare their training modules for country level teams by the end August (to train emergency teams at branch levels); (b) national societies to prepare their DP plans by end September; © joint evaluation of the country level and sub regional DP/R programme by the regional delegation and the French Red Cross. Discussion with UNEP on the preparation of a joint project for the whole of Africa on mitigation and risk reduction of floods and drought continues. The proposal is focusing mainly on influencing policies both at local and national levels.

As part of the DfID Partnership under the Regional Disaster Preparedness Officer (RDPO), the Sudanese Red Crescent updated their flood contingency plan for Khartoum city and shared it with other partners, including governments. The three major components of the plan are public awareness campaigns, training of emergency teams, and stocks. The national society has also started preparing a flood contingency plan for River Nile State through DfID funding.

Objective 4: To conduct Vulnerability and Capacity Analysis (VCA) in order to better inform DP policy and planning.

A Working Group on Policy Planning comprising 6 national society officers from Uganda, Kenya, Somalia, Eritrea and Rwanda was established and trained from 9-13 September. The training covered strategic planning, Strategy 2010, legislation and disaster management, VCA, and DP policy/plan process and formats. In 2001, as part of the DfID Partnership, the members of the team will be deployed in Ethiopia and Rwanda to help the national societies in preparing their VCA and DP policies. The DP delegate facilitated a three day DP policy planning workshop for the Sudanese Red Crescent staff from 10 States as part of the DfID Partnership. Further details of this are to follow in the next quarter.

One of the biggest achievements of the quarter was the training and establishment of the Regional Disaster Response Team (RDRT). The training was conducted for a multidisciplinary team of 10 officers (relief, watsan, logistics, and health) drawn from the national societies of Ethiopia, Rwanda, Kenya, Seychelles, Uganda, Tanzania and Djibouti. The training lasted for two weeks from the 13-24 August and was led by the Regional Response Task Force (health, watsan, logistics and DP/R departments), with the regional response officer (RRO) as the focal point of implementation. Since the health delegate position had not been filled at the time, the Harare Regional Delegation, in the spirit of cooperation and regional exchange, released their Health Delegate to facilitate the health component of the training. The training was divided into two sessions: one week of theory and one week of practical simulation. The theory involved classroom sessions covering Red Cross and Red Crescent disaster relief policies, guidelines, strategies, and principles. Among the facilitators were the ICRC head of regional delegation and the ICRC dissemination delegate who led an interesting session on the Seville Agreement. The practical session involved a simulation of a field relief operation for a rural community in Machakos district of Kenya covering rapid assessments, writing a plan of action, raising an alert, putting up a preliminary appeal based on the rapid assessment, provision of relief services etc. Volunteers from the local branch also participated in the field training.

Deployment procedures and urgent plans for deployment of the team were discussed. At next year's training it is envisaged that 50% of those to be trained should be volunteers from across the region. The ICRC and other agencies such as WFP, UNHCR, and CARE will also be involved in joint training, planning and execution. A full

report of the RDRT training including a video, terms of reference (ToR), deployment procedures, and RDRT newsletter are available at the DP/R department.

As part of the DfID Partnership, the Sudan Red Crescent procured 10 VHF radios during the quarter. The national society trained 100 volunteers from Khartoum State in community First Aid as part of the contingency plan for floods. Another 50 community leaders from Khartoum and North Kordofan states were also trained in community based DP. In Ethiopia, and as part of the DfID Partnership, the national society developed criteria for selecting priority branches to be involved in the partnership. The national society has also started the process of their DP policy formulation, hiring a local consultant to assist in the process.

Humanitarian Values

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

The new regional communications delegate began his mission in mid August, and his main task is to promote the institutional and programme development of the communication/information departments of national societies in the region. The new delegate will also be assisting national societies across the region to assess their strengths and weaknesses regarding media relationships, public relations and fund-raising activities. In mid-September, the delegate undertook a fact finding visit to the information unit of Uganda Red Cross, to which the delegate is to provide strategic advice in communications planning and technical aspects of audio visual and print media production in the next quarter. Regular contacts with information departments in the region were maintained during the quarter. A questionnaire to gather data on the status of information departments within the national societies in the region was developed and has already been piloted in Uganda Red Cross. With the necessary adjustments it will be sent out to other national societies and the resulting pool of information will be used to strengthen the regional information unit's planning for technical support to national societies in the region.

Discussions were held with the Eritrea head of delegation on increasing the national society information capacity, specifically at the Headquarters, and on the production of a magazine on ERCS activities. Missions to the national society are planned for both the Communications and Information delegates in the next quarter.

The information unit produced a 12-minute video for the Somalia Red Crescent's campaign to raise awareness about HIV/AIDS. The video, featuring songs and a short play by Somali actors, will be used widely in SRCS branches.

Stories and articles posted to the Federation News website during the quarter included the restructuring process within Somalia Red Crescent, floods in Sudan, and a HIV/AIDS story from the Kenya Red Cross.

The information unit assisted the regional delegation's disaster preparedness department to produce the first regional disaster response team newsletter, which contains narratives and photographs covering the two weeks training of the RDRT. In addition to this, the information unit is producing a 5-minute video of the simulated field exercises of the training. The information officer who attended the training made a presentation on media and disasters to the participants.

Work on the regional information reference library has been put on hold due to lack of space in the current office. The exercise will be completed once the regional delegation moves to its more spacious office building. However, an inventory has been made of videos, photos and other Red Cross and Red Crescent publications available at the RDN. A collection of publications and information materials from other sources is also being prepared for the new reference library.

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

Close links were maintained with Geneva communications service and with national society information officers across the region. This included the measles campaigns in Uganda and Tanzania, as well as the Sudan floods.

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

During the quarter, the unit maintained a steady flow of information to both international and local media regarding Red Cross and Red Crescent activities in the region. Assistance was given to journalists traveling to Sudan to cover the floods, and to a freelance photographer who visited the Kenya Red Cross HIV/AIDS Home Based Care projects in Kisumu.

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

Meetings were held with the new ICRC information delegate in Nairobi with a view to continuing the harmonization process within the Movement. The meeting also focused on planning the joint visit of the Presidents of the Federation and the ICRC to Nairobi in October where plans for a press briefing and other media activities were made.

Work has begun on an issue of Focus magazine due to be published during the next quarter. Besides an editorial plan, tenders are being sought for design and printing.

Health and Care

The regional health delegate completed her mission in August after a three-week hand over period with the incoming regional HIV/AIDS co-ordinator. Since then the HIV/AIDS coordinator has been holding the two portfolios until mid-September when the new regional health delegate joined the RDN.

A former KRCS volunteer from the Nakuru Branch previously working for the Kenya AIDS Society as Program Officer has been recruited to serve as volunteer in the HIV/AIDS unit.

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.

During the quarter, the first round of HIV/AIDS country plans from Ethiopia, Burundi, Madagascar, Rwanda, Somalia and Uganda were reviewed and are now in their finalization stage. In collaboration with the regional health task force members, initial contacts were made with national societies to launch the second round of HIV/AIDS action plans which are due for submission to the regional delegation by the end of October 2001.

The Regional Country Health Profiles were completed and will constitute an important tool to measure national society accomplishments in moving forward with the ARCHI 2010 Strategy. Also, ARCHI tool kits in French and English were distributed to all the national societies in the region.

The HIV/AIDS co-ordinator held very successful discussions on ARCHI 2010 and HIV/AIDS with the Executive Committee of the Kenya Red Cross, where he encouraged the Committee to take important decisions to rebuild the Society's credibility in the fight against HIV/AIDS. Central areas of focus included the recruitment of the health director, initiating the development of a health and HIV/AIDS policy for the national society, acknowledging the necessity for the society to be represented and contribute to the National Aids Control Council (NAC), developing a master HIV/AIDS plan for the society, and lobbying with major stakeholders for funding (Government/NAC and World Bank).

The RDN HIV/AIDS coordinator had meetings with organisations dealing with People Living with HIV/AIDS (PLWHA) in Kenya to introduce the Federation's stand on the involvement of PLWHA in Red Cross interventions, and to discuss potential areas for networking (these organisations include KENWA: Kenyan Network of Women living with AIDS; WOFAK: Women fighting AIDS in Kenya; Soul to Soul International; TAPWAK: The Association of People living with HIV/AIDS in Kenya; NEPHAK: Network of People living

with HIV/AIDS in Kenya.). Areas that were explored included HIV/AIDS in the workplace, support mechanisms for staff and volunteers affected by HIV/AIDS, and involvement of PLWHA's in RC prevention and care interventions.

The HIV/AIDS coordinator also had a preliminary working session with the Secretariat and Co-ordinator of NAP+ (The Network of African People Living with HIV/AIDS) to discuss ways of operationalizing the global partnership between the GNP+ (Global Network of African People Living with HIV/AIDS) and the Federation at regional level. NAP+, whose Secretariat is based in Nairobi with two support offices in the Ivory Coast and Zambia, is co-ordinating the continental African network. During these discussions there was general agreement that RDN and NAP+ would move towards joint programmatic interventions once the new HIV/AIDS co-ordinator has gained a better understanding of the region and after consulting with ONS'. The translation of the NAP+ Positive Development manual into Kiswahili is about to be completed and will display a Federation emblem on the front cover.

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 organizational development programmes, whenever it is an asset.

The Regional HIV/AIDS co-ordinator together with Kenya Red Cross Executive Committee member in charge of health assisted the branch in an interim review/situation analysis of the Norwegian Red Cross supported Kisumu HIV/AIDS home based care project. The study surveyed some 976 households to gauge the impact of the project on changes in sexual behaviour, changes in cultural practices such as wife inheritance which fuels the epidemic, and attitudes of the community in caring for PLWHA. After 6 years of implementation, it was felt important to document program implementation processes and assess impact. With technical assistance from the HIV/AIDS coordinator, the KRCS is currently working on a "Lessons Learnt" document to be shared with NAC and other national societies (ONS and PNS) within the region. Depending on the results of the interim review analysis, the project could become a model for the rest of Kenya and eventually a source of inspiration for other national societies in the region. The lessons learned would be important for a decision on expanding the project into the Lake Victoria area, which is considered the epicentre of the Kenyan AIDS epidemic, and the possible replication of the project within the region. The Kenya Health authorities have also shown a very keen interest in the results of the study. The HIV/AIDS coordinator also assisted the Kenya Red Cross in surveying districts' branches that have a potential for the HIV/AIDS Home Based Care Project extension.

Technical assistance was given to Ethiopia Red Cross in September when the HIV/AIDS co-ordinator undertook a mission to assist the national society and the British Red Cross health adviser in finalizing the HIV/AIDS country plan. This was followed by a mission to the Djibouti for technical assistance in HIV/AIDS programming, and in exploring the feasibility of supporting the national society in a cross-Border, World Bank funded prevention program for truck drivers. The HIV/AIDS co-ordinator also went to Harare and South Africa to participate in the volunteer management consultation meeting.

In Mauritius, the national society has requested technical assistance to develop an AIDS programme to tackle the epidemic which is a very big threat to the small island country. This is a major step forward for this national society which previously had no AIDS programming.

Technical assistance was provided to German and French Red Cross in strengthening the design of the Kenya Red Cross HIV/AIDS home based care interventions planned for Nakuru and Mombasa respectively.

REGIONAL WATER AND SANITATION PROGRAMME

Objective 1: priority national societies in the region chosen on the basis of capacity of national societies , presence of vulnerable populations and the capacity of the Federation to support, water, sanitation and hygiene promotion staff and to implement projects in line with the regional water, sanitation and hygiene promotion strategy.

National societies have not yet submitted a written emergency response capability statement. However, this issue was discussed during the watsan regional planning workshop held in Nairobi in June where the national

societies in attendance (Rwanda, Tanzania, Eritrea, Ethiopia, Uganda and Sudan) agreed to hand in their capability statements (refer to objective 4). The standard training course for mass water and sanitation emergency response has been done replaced by the multi-sectoral approach of the RDRT simulation training exercise which is considered to be a more effective means of achieving this objective.

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.

During this quarter, procurement and supply of equipment was carried out for the Tanzania operations. Further needs in Tanzania are related to a new phase of the geophysical survey and bore hole drilling to take place before the end of this year. Tendering and comparative bid analyses have been completed with the Regional Logistic Unit (RLU) and the Tanzania programme.

A complete overhaul, repacking and inventory of watsan equipment at the warehouse was undertaken after it was discovered during the RDRT training that this exercise was urgently required to bring watsan disaster preparedness up to an acceptable level.

The production of a Participatory Hygiene and Sanitation Transformation (PHAST) tool kit for use in training staff and volunteers within the region, and a draft community-based curriculum for use when implementing software components of watsan projects have been completed.

The watsan department carried out the following 3 missions in the last quarter: Somalia coordination meeting; Harare training for staff and volunteers in PHAST, and to assist in the narration of a fundraising video; and Burundi to assist the health department in developing indicators and to evaluate watsan activities in the national society.

The watsan team supported the Kenya Red Cross Society in responding to a cholera outbreak in Wajir District in July, for which chlorine tablets for water chlorination and hygiene promotion materials were provided.

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 regional delegation's watsan department assisted the Federation's southern Africa delegation in the narration of a video done for fund raising for WatSan activities. The watsan delegate also joined the German Red Cross mission to Somaliland to draft a TOR and strategy for a long term watsan programme to be implemented by the national society with support from the German Red Cross and the European Union. This includes a small pilot project to be implemented before the end of 2001.

The delegate undertook an assessment mission on behalf of the Kenya Red Cross to determine the water and sanitation needs of a group of internally displaced people who have recently been resettled near Thika. As a result, a project proposal is currently being prepared for this group.

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

A regional WatSan planning workshop was held in June in Nairobi and attended by 9 WatSan participants who received training on project management, project proposal writing and financial management. Outputs of this workshop included country specific project proposals for 2002-2003 for WatSan activities. The workshop is considered a step towards creating the basic awareness and skills needed for the development of a regional programme versus a collection of country-based projects which exist now.

Institutional and Resource Development

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

In late July and early August, the OD Anglo delegate served as team leader in the review of the South Western Refugee Operation being implemented by the Uganda Red Cross. The review was prompted by allegations of mismanagement and corruption in the operation, and the resultant confidence problems with external partners. It covered all aspects of the operation including its management, service provision, refugee participation, decentralization, branch involvement, partnership support, and future sustainability. The report draws good recommendations for the programme and also reminds the Federation of its responsibility for taking the lead in providing capacity building support to the operation; something that was not adequately addressed when the latter handed over the operation to the national society in 1999.

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.

During the Organizational Development-Francophone (OD-F) delegate's mission to Madagascar in August, discussions were held between the local committee of the Fianarantsoa branch and the representative of the Netherlands Red Cross bilateral programme regarding ways in which the programme could strengthen branch capacities.

The OD Anglophone delegate (OD-A) held discussions with the Secretary General of the Kenya Red Cross on the necessity of a complementary review of the existing structure and activities of the Branch Development Programme of the society in light of the introduction of a new headquarters organizational structure. Issues that need to be addressed in such a review include how the present structure at headquarters headed by the Branch Development Coordinator will fit into the new one headed by the OD Director; whether existing regional offices were adding value to the programme; how branches are set up; whether branches governance and management structures were functioning properly; sustainability of branches; and how volunteers are recruited and managed in the society. The OD Anglo delegate also made visits to a few of the branches where the need for a review of the Branch Development Programme became more apparent. A draft ToR for the review agreed upon during discussions with KRCS SG in July was finalized, discussed and approved by the national society Development Committee in September. The delegate and the SG are in the process of finalizing details of the plan of action and it is hoped that the exercise will be completed and a report submitted before the end of the next quarter.

The OD delegate and the Secretary General of the Somali Red Crescent made several consultations regarding implementation of the national society's branch development plan. Areas of technical assistance and advice included the ongoing recruitment and organization of branch volunteers, the setting up of branch committees, and reduction in number of core staff in branches planned to be effected by the end of November. Implementation of the plan was adversely affected by strong differences between the management and governance of the national society on formalities of the plan, but through mediation by the Federation and other external partners in mid-August, the implementation process finally commenced. Unfortunately, the national society does not produce formal reports (quarterly or even half yearly) of the implementation process, which makes it difficult to properly monitor and keep record of progress. Efforts continue to impress upon the national society for the need for progress reports.

Objective 3: To strengthen human resource capacities of national society staff and volunteers .

The OD Francophone Delegate (OD-F) assisted the Burundi Red Cross in the design of a week long training Programme on Movement policies and practices for headquarters and branch representatives. The training had been postponed from April to the first week of October.

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.

A very productive Strategic and Action Planning session was held in the Malagasy Red Cross in August in which the president of the national society had gathered a small active group of governance representatives from the central and local levels as well as headquarters staff. The strategic and action plans cover the four core areas of S2010 and strengthening the skills and capacities of personnel throughout the national society. This latter is with the intention of preventing a recurrence of transparency problems, which have been prevalent for a long time. The national society is also continuing to work on the drafts of the Strategic Plan 2001-04 and Action Plan 2001-02, which will be finalized during the delegate's mission in October. The Seychelles Red Cross has

put a lot of work into finalizing its Strategic and Action Plans drafted in April, and are now virtually complete. The Action Plan 2001-2002 drawn up with the Djibouti Red Crescent in May will be further developed and included in a proposal to be made to the Finnish Red Cross in November. If the proposal is accepted the national society will be guaranteed two year's support to develop its capacities at headquarters and branch level as well as community health programmes, support which has desperately lacked in the past.

The Tanzania Red Cross strategic development plan for 2002-4 is under discussion and OD-Anglo Delegate will facilitate the process. The TRCS has been advised to take the lead role and own the process by initially conducting an internal review to determine how well implementation of the existing plan has proceeded, and to map out objectives and activities for the planning period. As part of its new African Women Initiative (AWI), the American Red Cross is setting up a project in Tanzania that would also support branch development in the Kigoma branch of Tanzania Red Cross. The plan of action that was prepared following the review of the TRCS relief programme in April stipulates that the regional delegation would coordinate support to branch development in Kigoma and thus the RDN will continue to liaise with American Red Cross for this purpose.

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

The President of the Statutes Commission of the Malagasy Red Cross has worked on revising the national society statutes in conformity with the Federation Guidelines. The first draft will be discussed with the OD-F delegate during the next visit in October. During a visit to Mauritius in July the president of the Seychelles Red Cross took up the issue of statute revision with the Mauritius Red Cross at which the national society acknowledged its necessity and the members of the National Committee showed enthusiasm to pursue this goal. Follow up will be made in the last quarter by both the president of the Seychelles Red Cross and the OD-F delegate. Although it has indicated its interest in reviewing statutes, the Mauritius Red Cross is not proactive on the issue. It remains to be seen whether they will be ready to take ownership of any process which might begin.

A meeting scheduled to be held in July for members of the Comorien Red Crescent, to which the delegate was invited to assist in clarifying some governance and management issues and their implication for Statute revision, was postponed due to difficulties with the national society. Communications with the Comorien Red Crescent was very difficult during the quarter. The OD-F Delegate is liaising closely with ICRC with whom we have a strong commitment to joint and uniform support to the NS.

The president of the Seychelles Red Cross, together with the OD-F delegate, participated in a Legal Base meeting hosted by the Danish Red Cross in Copenhagen in September. The purpose of the meeting was to create a network of Red Cross representatives who would assist the ICRC and Federation Joint Commission in assessing national society proposals for revisions to their Red Cross Laws and Statutes. The delegate made a presentation on the links between Organizational Development and Legal Base revision at the meeting.

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

The strategy for the Regional Financial Development Program (RFD) has now been finalized and includes comments from the Finance Department in the Secretariat. It gives direction for the programme for the next 5 years. **The following objectives were also pursued:**

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

Thirteen countries have completed the self-assessment questionnaire on governance, management and finance. It is the intention to continue quarterly, bimonthly or monthly missions to the six priority countries (Uganda, Kenya, Rwanda, Ethiopia, Seychelles and Eritrea) selected for regular technical support from RFD programme. Going by the trend in 2001 that saw a lot of interest from PNSs, it is hoped that PNS support of activities will partly replace the blanket support to programs, which has been the common funding procedure. The advantage of this would be closer co-operation, direct PNS involvement in planning and monitoring of implementation, and a higher degree of interest and willingness to support developmental activities. The challenge of this type of co-operation though would be to reach consensus between the different stakeholders and keeping everyone informed on progress made. Though it might be more time consuming, PNS would be informed quite early on

diversions from the original plan, which would contribute to a higher degree of coordination and fewer misunderstandings.

Five out of the six priority countries selected for regular technical support from RFD programme were visited during the quarter as planned. Active assistance to Seychelles was not possible because it is awaiting the recruitment of a finance and administration manager.

In Eritrea, discussion centered on the remaining adjustments to the computerization process, and especially on how to handle input to the budgets. The next visit to this national society will focus on an update of the Financial Procedural Manual and updating of job descriptions. . This is a pilot mission in one region in Rwanda, which is intended for implementation in the remaining three regions at the beginning of 2002.

While in Uganda the delegate assisted the national society in recruiting two new officers in the finance department so as to strengthen its capacity. The financial system was also adjusted from a quarterly to a monthly reporting structure, with the introduction of donor codes which was not a requirement previously. The work to update the Financial Procedural manual is ongoing.

The mission to Rwanda focused on final adjustment of the newly implemented computerized software program called ASYST, and on follow-up of the planned consultancies. The computerization program is supported by British and Spanish Red Cross for software and hardware components respectively, but support is still being sought for the salary for the computer staff. The Human Resource Mobilization study funded by Norwegian Red Cross commenced in late August, while the exchange programme for branch development was started in early August.

The RFD held meetings with the Kenya Red Cross which has recruited a new finance and administration director. The Kenya Red Cross is therefore listed as a priority for technical support in the fourth quarter.

Technical advice was given to Sudan in connection with the agreed integration process. Phase one report from Hassabo concerning a proposed financial management structure was also discussed and agreed upon. An activity plan and time schedule was developed for the production of a Financial Procedural Manual and for the selection and design of an appropriate financial software programme.

The RFD made an additional mission outside the 6 priority national societies to Sudan where the RFD offered technical assistance in developing the job descriptions of a finance and administration delegate. The recruitment of a finance and administration delegate in Sudan with the intention to transform the position into a FDD from January 2002, and the present recruitment process for a FDD for Tanzania raises the question of technical co-operation between the in-country and regional technical delegates. However as a regional financial development strategy exists, the type of co-operation should reflect the activity plans for the different countries in the region, which should in one way or another fall within the framework of the regional strategy and contribute to the overall strategy for the region.

Improvement of national societies financial systems and procedures taking into consideration existing capacities.

Assistance was given to Ethiopia, Eritrea, Uganda, Rwanda, Kenya and Sudan in developing and updating their financial procedural manuals to be endorsed by the national societies' Boards. There was a lot of cross-border co-operation in form of exchange of drafts, ideas and suggestions during these activities aimed at creating a standard model manual to apply to the rest of the national societies in the region. So far, the Sudan Red Crescent with assistance from the Federation has hired a local consultant to help it in updating its procedural manual. It is envisaged that the draft manual from the Sudan Red Crescent can be beneficial to the rest of the region in their effort to have transparent and sound financial procedures implemented. It is also envisaged that within the year, four countries will present their manual for endorsement - creating a basis for sound, transparent and effective manual accounting procedures.

Assistance was given to three national societies in the region in facilitating the computerization of financial accounts. It is planned that a proposal for the Kenya Red Cross computerization should be worked out in the next quarter using the experiences already gained in the region.

Design of standard financial reports was discussed and developed together with national societies with the aim of promoting standardization of reports to donors, and standard computerized systems. The Uganda Red Cross was given technical advice on the improvement of the Memorandum of Understanding presented at the partnership meeting in Kampala August.

Recommendation for improved management control and co-operation between headquarters and branches.

The planned exchange program between Eritrea and Rwanda Red Cross will be closely monitored and its effectiveness evaluated since it is envisaged that the methodology could be replicated within the region to promote and establish longer-term regional twinning arrangements between interested societies.

Strengthen the capacity of national society staff and arrange appropriate training when required.

On-the-spot training is an integrated part of all missions carried out. In addition to this, training possibilities have been identified on a regional level for the implementation of the SUN system to replace the more expensive UK-based training facilities. It is the intention to invite the national society heads of finance departments to a workshop to promote regional co-operation, exchange of expertise and building up a regional network in financial management at the start of 2002.

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

The RC-NET thematic group for Resource Mobilization to which the RFD is an advisor distributed the evaluation of Uganda Red Cross Society local fund-raising experience for collective benefit. The regional forum to discuss and develop concept for regional resource mobilization by Uganda RCS is still on schedule for next quarter.

Constraints and solutions of RFD Programme.

The budgetary constraints faced in the first half of the year have mainly been solved during the budget revision in July which covered 75% of the programme. It is hoped that once the program becomes well established, funding hopefully beginning 2002 onwards, will be committed at an early stage.

Letters of Intent (LOI) have been signed with three countries (Sudan, Uganda and Rwanda) in the previous quarter concerning integration of the Federation presence into the national societies. Financial reporting procedures for Federation supported activities will as a part of the integration process have to be changed and new responsibilities allocated to the national societies. The three societies are all in a process of updating their Financial Procedural Manuals and have or are in the process of installing a computerized financial software program. It is therefore natural to suggest moving from a working advance system to a transfer system, which impacts reporting procedures. However, other national societies in the region, which might sign a LOI in the near future might not have the capacity to manage a transfer system immediately. Clarification between the Africa department in the Secretariat and the Regional Delegation is needed so as to determine how to handle the transfer of financial reporting in the most effective and best possible way.

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

During the quarter, the OD-F held a very useful meeting with the new ICRC Cooperation Delegate, Pretoria Delegation that supports the Indian Ocean national societies. During these meetings the ICRC and Federation plans for the remainder of the year as well as next year were discussed and it was agreed that wherever possible, the two delegates would carry out their visits to the national societies jointly.

The OD Anglo delegate represented the RDN at a twinning meeting organized by Swedish Red Cross in Kampala in August, where a presentation was made on the RDN and its support to twinning and branch development. The four national societies in the twinning network (Kenya, Tanzania, Uganda and Ethiopia) were well represented at the meeting, which was a follow up to the Regional Twinning Network meeting held in February, and whose main objectives were to finalize the plans of action developed in February, to prepare an indicative budget for funding of activities for 2002, and to discuss and agree on plans for a research project on twinning in relation to capacity building of branches. Some of the decisions reached at this meeting included: (a) the RDN and twinned partners (especially PNSs) to make more effort to get Federation secretariat more interested and involved in twinning; (b) national societies to integrate youth development and volunteer management into their twinning plans; (c) Pilot comparative research on twinned and non twinned branches in relation to branch development to be conducted in Uganda against October, to be followed by a more comprehensive research on the same subject in Uganda, Kenya and Ethiopia in November/December; (d) a branch development/twinning seminar in February 2002. Findings of the comparative research on twinned and non-twinned branches would be presented for discussion at the seminar.

Regional Cooperation

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

Following the Regional Partnership meeting in June, the OD Anglo delegate has been making follow-ups on the preparation and finalization of plans of action and budgets for RC-NET activities. However, there has been weak response. There is thus urgent need for more deliberation on the way forward for the RC-NET.

As part of the regional coaching being promoted by the RC-NET, the Seychelles Red Cross, with the technical support of the Regional OD delegate, is providing support to the Mauritius Red Cross in capacity building for the next 2 years. During one of his visit to Mauritius in the quarter, Seychelles Red Cross president met with members of the Mauritius Red Cross National Board to share experience on strategic planning and statute revision. This visit was very productive at which time Mauritius Red Cross senior leaders and managers reviewed the decisions of the last general assembly to rejuvenate the national society, to be more active at all levels, to update and modernise the systems, to update the statutes, and to strengthen its youth and volunteer base. This is a major step forward despite financial constraints. The national society has also considerably improved its communication system with computer, fax machine and internet connections installed in the 4 branches.

Also, in the spirit of regional cooperation, the Seychelles Red Cross offered a shipment of used clothing to Malagasy RCS in preparation for the upcoming 2001/2002 cyclone season.

Objective 2: to play a coordinating role between all members of the Movement (ICRC, NS) for institutional strengthening and capacity building.

The Uganda Red Cross Partnership meeting was held on 23-24 August in Kampala and was attended by several donors and Federation representatives. Discussions concentrated on strategic issues and in particular the new development plan 2002-2006. Based on the lessons learned from previous partnership meetings, the URCS focused on improving the quality of programme objectives and activities as well as tools to develop detailed plans of action, impact and outcome. This is a major achievement underlined by all donors showing the results of 3 years of national society leadership efforts to improve its management and planning.

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)

The programme has completed the scope of its original work plan in terms of the number of delegations reporting to RFU and the range of services provided by RFU. All delegations in East Africa region have been reporting to RFU since the end of April. Its next phase will be the integration of the Southern Africa region countries and a review of its Terms of Reference in the light of changes to the Federation's presences in Africa. Now that RFU Nairobi is fully operational within the whole region, the vast majority of its work will be carrying out the functions listed in the RFU ToR on a regular monthly basis. Maintaining standards and improving its effectiveness and timeliness in these core areas will be the key objectives in the coming months.

Activities and Achievement against objectives

The RFU continues to manage the banking arrangements in Madagascar following the closure of the delegation last quarter. The RFU also worked in close cooperation with the Regional OD department in supporting the NS in planning for the audit of its 1999 and 2000 accounts which commenced in September and financed by the regional delegation. Further support to the national societies will be provided along with the OD Francophone delegate after the society's audit is completed.

Regarding the integration of delegations into national societies, the recommendations of the Africa Review are being implemented in many areas, and the integration of Federation support into national society structures is becoming reality. The implications for Federation finance have not yet been fully explored. RFU is trying to maintain support to the architects of these management changes, but requires greater support and direction from headquarters finance and audit units in order to maintain authorized procedures, meet donor requirements, support developmental aims and meet the needs of all client parties.

Regional Logistics Unit (RLU)

During the quarter, the Regional Logistics Unit (RLU) organized the Federation's first ever logistics workshop for the French speaking countries. The workshop held in Nairobi was attended by 15 participants from the following 8 national societies: Rwanda, Burundi, La Reunion, Djibouti, Congo Brazzaville, Chad, Abidjan and Guinea Conakry, and dealt with different aspects of logistics in emergencies. Support in facilitating the workshop was given by the Logistics Department in Geneva while the Flemish Section of the Belgian Red Cross gave financial support for undertaking the workshop.

The head of the regional logistics unit (HoRLU) undertook two missions to Sudan in the quarter: the first one for a general logistics management assessment of the logistics activities of the Sudanese Red Crescent, while the second was to assist the Head of Delegation with the technical input on the integration plans of the delegation into the National Society.

A cause of concern for the RLU is the integration of most of the delegations into the national societies, which may force the management to look into new ways of funding the RLU's budget.

Objective 2: Coherent and integrated approach by all Regional programmes within the Regional implementation of strategy 2010 at the country level.

The 6th Team Management Meeting (TMM) was held at the RDN from the 27-29th August, chaired by the HoRD and attended by all regional delegates, PNS bilateral officers and all the HODs from the region. Also in attendance was Martin Fisher, Desk Officer from Africa Department, Geneva, and Esther Okwanga, the Africa Organizational Development Delegate - Volunteerism. Since this was the first time that all the HODs have met in 2001, a separate session was held to discuss the field perception of decentralization and rationalization, the Country Delegation integration into NS structure, and the preparation of the Federation General Assembly. A special session was also dedicated on HIV/AIDS issues in the region and the role of RDN in assisting NSs in scaling up their activities. A presentation on Volunteers and the role of the Africa coordinator in the region was also made at the TMM. The structure and the content of the meeting is evolving and the RDN will have to adjust to the changing environment and needs.

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

Much attention was spent during the quarter on preparing the 2002/03 Regional Appeal and liaising with country delegations and national societies on their 2002/03 appeals to ensure coherent planning and budgeting from each party. With the arrival of 4 new delegates (WatSan, health, HIV/AIDS, and Communications), the process required strong coordination and support to the newcomers.

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.

See objective 2.

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 new Federation representative for Eritrea and Djibouti briefed at the regional delegation on 17 July during which discussions focused on a plan of action for the integration of the two delegations into the RDN and for stronger links between the two Federation presences. The Federation is developing new ways of supporting the Eritrea Red Cross in line with the coming recognition of the national society by its government, in particular to advocate for activities at branch level and to disseminate Red Cross principles widely. Contacts continue between all components of the Movement and the Eritrean Government to obtain the national society's recognition by Parliament.

The head of regional delegation conducted a joint meeting with the Secretaries General of Rwanda and Uganda and the 2 respective head of delegations on the integration of each of these respective country delegations into the national society exit strategy and on the coordination of the Federation support whose aim is to have one Federation representative for the two countries before the end of the year.

Other efforts related to the integration of country delegations and exit strategy during the quarter included a visit to Sudan by the head of the Africa Department and the head of regional delegation who undertook intensive meetings with Sudan Red Crescent leaders in July over the integration of the delegation into the national society. The integration should be complete by end of year 2002 with handing over the responsibility of the financial management of operations to the NS.

Objective 6: Representation of the Federation in the region and advocacy for health, HIV-AIDS, food security, capacity building, branch development and volunteer development; strengthening relations with ICRC; developing links with the members of Federation Statutory bodies; increasing partnership with corporations, governmental (UN and OAU) and non-governmental organisations.

A new Secretariat Delegate in charge of Volunteering in Africa and based in Nairobi, started her mission during the quarter, and conducted a case study on volunteers at branch level at the Kenya Red Cross Kisumu branch. The results of this study were later presented at the consultative meeting on Capacity Building and Volunteering organized by the Federation in Harare in September where volunteerism was discussed for the whole of the African continent in line with ARCHI. The OD Anglo, the RDN HIV/AIDS Delegate, and representatives of the OD, health and Africa departments in Geneva also attended the Harare meeting, which centered on scaling up of activities in relation to ARCHI and Ouagadougou main elements, especially HIV/AIDS, and the involvement of volunteers. There was general agreement at the meeting that SCALING UP needed to be better defined and clarified by Geneva.

The Tanzania head of delegation represented the Federation at the East Africa Community (EAC) Consultative Meeting with Development Partners, which took place in Dar-es-Salaam on 12 September. Talks focused on the benefits of regional integration, recent developments in the region, EAC Development Strategy, projects and programmes requiring donor support, and a review of the status of the Lake Victoria Development Programme. The meeting was attended by high-level government representatives of the 3 member East Africa countries

(Kenya, Uganda and Tanzania), observers from Rwanda and Burundi who have applied for membership, and major donor agencies (World Bank, UN agencies, USAID, European Union, SIDA, and representatives from Germany, France, Netherlands, Finland, India and Pakistan). The presence of donors was seen as important in targeting support for priority programmes and projects, especially the Lake Victoria Development Programme which is considered as the flagship programme of the EAC.

The Federation's Relations Management Department co-facilitated a UN Consolidated Appeal Process (CAP) meeting in Kampala 22-24 August. This also presented an opportunity to share experiences and lessons learned with those involved in the Great Lakes CAP workshop which took place subsequently in Nairobi. Great e occasion also served

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

Refer to the section on OD where the RDN has been working steadily with the Madagascar Red Cross to address its financial management beginning with audited accounts, and the separation of its governance and management. Also see OD section on Burundi where the RDN is supporting the process of organising a long overdue General Assembly through support to the country delegation.

Objective 8: Mobilise global resources within the region.

Negotiations continue with UNEP on DP activities and results should be seen later this year. Other contacts with UN agencies, NGOs and the corporate sector are developing and some of the results have been seen for Kenya Red Cross which is steadily building its links with foreign embassies in Nairobi with assistance from the RDN.

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.

Several inter regional exchanges took place during the quarter. These included the Burundi telecom officer going to Guinea; the recruitment of a Nairobi-based former Federation delegate to serve as relief consultant to Sudan for the drought operation; and the seconding of the Zambia Red Cross watsan officer to the Tanzania Relief Operation.

Objective 10: Contribution to the decentralisation process by linking Geneva to the field and vice-versa.

The head of regional delegation undertook conference calls to all the delegations (Burundi, Rwanda, Ethiopia, Somalia, Uganda and Tanzania) to coordinate the Appeal 2002 process, in addition to telephone conferences to discuss HIV/AIDS.

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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				28.12.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				4'819'204		TOTAL COVERAGE 52.0%
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
BELGIUM - RC				78'879	12.12.2001	EXTENSION LOGISTICS DELEGATE
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
BRITISH - RC				15'000	05.11.2001	WATSAN PROGRAMME, KUENI
BURUNDI - RC		256'418	BIF	533	26.06.2001	EAST AFRICA - RC NET
BURUNDI - RC		257'364	BIF	660	12.12.2001	EAST AFRICA - RC NET
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
ETHIOPIAN - RC				1'000	31.10.2001	RC NET
FINNISH - RC		42'047	EUR	63'882	28.05.2001	REGIONAL PROG. & MEETING
FINNISH - RC		33'638	EUR	49'448	13.12.2001	DISASTER PREPAREDNESS & RELIEF
FRENCH - RC		30'000	FRF	6'948	21.05.2001	REG. DEL. NAIROBI - EA REGIONAL PARTNERSHIP MEETING MOMBASA
GERMAN - RC		56'180	DEM	44'004	03.05.2001	WATER/SANITATION
KENYAN - RC		48'500	KES	996	06.11.2001	RC-NET 2000 & 2001
NETHERLANDS - RC				16'854	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
NORWEGIAN - RC		20'000	USD	33'130	14.12.2001	COORDINATION & MANAGEMENT
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
UGANDA - RC				500	30.06.2001	RECEIVED DIRECTLY BY DELEGATION
SUB/TOTAL RECEIVED IN CASH				2'208'758	CHF	45.8%
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		
GERMANY	DELEGATE			23'326		
SWEDEN	DELEGATE			34'990		
GREAT BRITAIN	DELEGATE			59'466		
SUB/TOTAL RECEIVED IN KIND/SERVICES				295'523	CHF	6.1%