

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

EAST AFRICA REGION

Appeal no. 01.13/2003

Click on programme title or figures to go to the text or budget

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	1,012,112	1,060,000
2. Disaster Management	981,992	1,030,000
3. Organizational Development	342,581	360,000
4. Humanitarian Values	264,527	280,000
5. Federation Coordination	235,404	250,000
6. International Representation	53,032	60,000
Total	2,898,647¹	3,040,000

Introduction

The Nairobi Regional Delegation supports 14 National Societies in East Africa/Great Lakes Region (Kenya, Tanzania, Uganda, Burundi, Rwanda), the Horn of Africa, (Djibouti, Eritrea, Ethiopia, Somalia, Sudan), and the Indian Ocean Islands (Comoros, Madagascar, Mauritius, and Seychelles). While Democratic Republic of Congo (DRC) works with to Yaounde Office, it has been agreed that if operational needs would require, Nairobi Regional Delegation will co-ordinate relief assistance to the country, especially for the Kivu provinces, as part of its on-going contingency planning in the Great Lakes region.

Regional Context

The majority of the countries covered by the Regional Delegation are amongst the world's poorest states: the average annual Gross Domestic Product per person being less than USD 1000. Together they are home to more than 235 million people. The region also suffers some of the worlds most pressing and long standing socio-economic problems. The socio-cultural diversities and collapsing economies in the Region have acted as a catalyst for tension and conflict between different ethnic groups and tribes. Seven out of Africa's twelve armed conflicts are in the region and have created a refugee and internally displaced population of over 8 million people.

The table below summarizes certain elements from the UNDP Human Development Index for the region.

Country	HDI Rank ³	2002 Population (millions)	GDP ⁴ (2000) US\$	2002 CPI Rank ⁵	Adults living with HIV/AIDS	Life expectancy at birth (years)	Access to improved water sources (%)	Adult literacy rate (% 2000)
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¹ USD 1,971,691 or EUR 1,970,574.

² These are preliminary budget figures for 2004, and are subject to revision.

³ Human Development Index, ranked out of 162 countries

Burundi	171	6.4	591	NIA	330,000	40.6	NIA	48.0
Comoros	137	0.7	1,588	NIA	NIA	59.8	96	55.9
Djibouti	149	0.6	2,377	NIA	NIA	43.1	100	64.6
Eritrea	157	3.7	837	NIA	49,000	52.0	46	55.7
Ethiopia	168	62.9	668	59	1,900,000	43.9	24	39.1
Kenya	134	30.7	1,022	93	2,300,000	50.8	49	82.4
Madagascar	147	16.0	840	98	21,000	52.6	47	66.5
Mauritius	67	1.2	10,017	40	700	71.3	100	84.5
Rwanda	162	7.6	943	NIA	430,000	40.2	41	66.8
Somalia	161	6.3	795	NIA	NIA	47	23	17.1
Sudan	139	31.3	1,797	NIA	410,000	56.0	75	57.8
Seychelles	47	0.1	12,508	NIA	NIA	72.1	NIA	88.0
Tanzania	151	35.1	523	71	1,300,000	51.1	54	75.1
Uganda	150	23.3	1,208	93	510,000	44.0	50	67.1

* NIA = No Information Available

Health related problems constitute a major cause of vulnerability: the region accommodates 8 million of the 28 million people infected with HIV/AIDS in sub-Saharan Africa. The most severe epidemics of malaria are rampant in the region, tuberculosis cases are on the rise, measles continues to be a major cause of infant mortality, while the largest epidemics of bacterial meningitis are experienced by several sub-Saharan African countries. Population growth across the continent in both urban and rural areas is creating greater demands on ever decreasing safe water sources. Cholera continue to be a great concern as an ever increasing number of geographic areas become endemic to the disease. A child dies from a water or hygiene related disease every 6 seconds.

The region also experienced a number of disasters and natural calamities in 2002 that led to massive displacements and destruction of livelihoods. Amongst these were the seasonal flooding in Kenya in April, and in Sudan in August; and seasonal cyclones in Madagascar. Volcanic activity along the Virunga chain of mountains saw the eruption of mount Nyiragongo in February, causing destruction of whole villages and an influx of refugees into Rwanda as people fled the disaster areas. Continued seismic activities in these mountains still pose threats of possible eruptions as was evidenced by the smaller eruption of mount Nyamuragira in Rwanda.

The Horn of Africa experienced a drought in 2002 that left 500,000 people in Ethiopia and 200,000 people in southwestern Gedo region of Somalia vulnerable to food insecurity. Below normal rains in Sudan delayed planting in the south, while depletion of pastures in areas around Latjor and Phou resulted in poor livestock conditions. In Rwanda, the failure of beans and sorghum production created severe vulnerability among the population while Eritrea faced a major food deficit that prompted an urgent call for 400,000 metric tons of grain to avert a humanitarian crisis. 4000 people in Burundi were also in need of food aid due to internal displacement from continued fighting between government and rebel forces.

The conflict in the Great Lakes Region continued to create a lot of vulnerabilities among the people, and gave rise to a total combined population of 4,435,000 refugees and internally displaced persons (IDPs). A peace process initiated in the region has seen the signing of several agreements in the DRC that, if upheld, are hoped to bring some stability in this volatile region. Despite this, ethnic violence flared up in the East, while access to the former war zones revealed new humanitarian needs in the country. Continued threats of rebel incursions persisted in Rwanda although considerations of demobilization and reintegration of the combatants were rife. Burundi implemented a partial ceasefire though there was no conclusive peace and security, and the political situation remained fragile as the changeover process in May 2003 approaches. Tanzania still continued to suffer the impact of refugees from the conflict in the Great Lakes Region; the situation lessened somewhat with the repatriation of some Burundian and Rwandan refugees, despite a small number of new arrivals into the country.

⁴ Gross Domestic Product

⁵ Corruption Perception Index developed by Transparency International ranking 102 countries

The table below outlines the current numbers of vulnerable populations in the East Africa region.
(Source OCHA report - August 2002)

Countries	IDPs	Refugees	Total Affected Population
Burundi	387,469	28,062	415,531
Democratic Republic of Congo	2,275,000	346,540	2,621,540
Rwanda	7,000	35,840	42,840
Tanzania	N/A	506,199	506,199
Uganda	660,373	188,032	848,405
Total	3,329,842	1,104,673	4,434,515

The Ugandan government battled rebel forces of the Lords Resistance Army which was causing a state of insecurity in the northern part of the country. In spite of tension and displacement in Karamoja area, improved stability in the southwest of Uganda saw displaced populations returning home. 2002 also saw the Sudan government and the rebel Sudanese Peoples' Liberation Army enter into new peace talks aimed at bringing a lasting solution and an end to the long-standing conflict between the Northern and Southern parts of the country. At the time of writing this appeal, Kenya was preparing for its General Elections in December 2002 and going by past history, the elections are usually very turbulent. Violent political and tribal clashes have in the past led to massive loss of life and internal displacement of populations along bordering communities.

National Society Priorities

The Regional Delegation coordinates activities of the 14 countries in the region. However, special focus was given in 2002 to Burundi, Tanzania and Sudan who are undergoing a major restructuring and transition process.

At the Vth Pan-African Conference in 2000, National Societies prioritised and committed to the African Red Cross & Red Crescent Health Initiative (ARCHI), scaling up of HIV/AIDS programmes, food security, and national society capacity-building, especially within volunteer development. As the African continent's implementation plan for the organisation-wide Strategy 2010, the Ouagadougou Declaration is the guiding force for all of the Federation's support to societies in the region. Within this spectrum, the overall priority for all national societies remains governance and management issues, where great emphasis is on setting up strong national societies' branch structures capable of ensuring effective services to vulnerable groups in communities. This goes hand in hand with programme capacity building and volunteer management, which are of core importance, and take center stage due to their complex nature and the volatile environment. Volunteer motivation and retention are especially key elements since it is the volunteers network that gives the Movement its greatest strength, earning it global recognition for its capacity for rapid mobilization of volunteers in response to disasters.

Focus is also given to strengthening of programmes and in this regard, considerable advancements have been made in Disaster Preparedness and Water and Sanitation, although a lot of improvement is needed in Health and Promotion of Humanitarian Values. Organizational Development will be integrated into all the programme areas so as to achieve a holistic and coordinated approach to the interventions of national societies.

A lot of work has also gone in ensuring the development of financial systems within national societies and to improve their fundraising and local resource mobilization capacities. The latter has seen some significant success and a new trend is emerging in which national societies are launching local appeals to augment assistance from the international community.

The Red Cross and Red Crescent Network of Eastern Africa (RC-NET), the forum for promoting cooperation and programming support between national societies in the region has registered some interesting progress, and all the 2002/3 plans of action and budgets of its Thematic Working Groups (Regional Disaster Preparedness and Response, Local Resource Mobilization, Good Governance and Management, and Strategic Branch Development) have been finalized. A Regional Disaster Response Team was established in August 2001 as a first line of response to small and medium disaster within the region. The Regional Health Task Force has also been established to provide technical support and build the capacities of national societies' health departments to scale-up their interventions. A new Governing Board of the RC-NET elected in June has expressed determination to be more active and results-focused, and insisted on a tighter working relationship with the regional delegation in which it would set the priority areas for support by the regional delegates based on the needs identified by national societies. During its last Task Force meeting, the network also resolved that fundraising for its activities would be coordinated by the Regional Delegation and reflected in the Federation Coordination section of the Appeal.

Red Cross and Red Crescent Priorities

The harmonization of Strategy 2010 within the activities of national societies continues to progress well and is reflected in their strategic plans. The development of Cooperation Agreement Strategies has been rather slow in 2002 but should see a vibrant revitalization in 2003. The implementation of the Strategy for the Movement commenced in June 2002 and has seen a closer working relationship with ICRC and greater coordination through new joint ventures like the volcanic operation in Goma, the Ethiopia drought, and the restructuring process of the Somali Red Crescent. Eight national societies from Europe and USA have a permanent presence in the region through bilateral programmes with their African counterparts. This situation works satisfactorily for project implementation but it has highlighted the crucial need for coordination as a key element of coherence and respect of national societies capacity in the region.

Priority Programmes for Secretariat Assistance

The Nairobi Regional Delegation will continue to support the integration of country delegations into national societies as started earlier in Eritrea (1997), Uganda (2001), Ethiopia (2002), Rwanda (2002), and Sudan (2002) and will complete the regional structure implementation plan by 2005. Three sub-regional offices will be created in the Horn of Africa, the Great Lakes/East Africa and the Indian Ocean Islands, when integration processes will be achieved with the national societies based on their capacity to independently manage relief operations and to cope with ongoing internal and external changes.

In 2003, country delegations will remain in Somalia, Tanzania and Burundi while Federation Representatives will work in Eritrea/Djibouti, Rwanda/Uganda/Kenya, Ethiopia and Sudan. Support to the Indian Ocean Islands will continue directly from the Regional Delegation. When required by an emergency humanitarian crisis and by the national society, temporary country presence will be developed or strengthened for the period of the relief operations, based on a relief agreement and coordinated by the regional delegation.

Experience has shown that the Federation needs a flexible and coordinated approach when implementing or consolidating integration strategies and must adapt the size and scope of the country/regional support to the needs and capacities of each national society. There is no "one size fits all" approach.

For the first time, the Eastern Africa region is presenting programmes in the 2003 Annual Appeal for each individual national society. The process of planning and preparing these appeals is significantly different from the past in that all country level appeals have been closely coordinated between the National Societies/country delegations and the regional delegation to avoid redundancy and duplication of efforts and to ensure coherence between country objectives and regional strategies.

Detailed matrix and logframes exist for each of the countries and regional programmes. Where the regional delegation can play a direct role in a country level programme, the support has been integrated into the country appeal. The regional programmes only conduct activities at a regional level to build capacities of national societies if this is deemed to be the most cost-effective means AND if follow-up support at the country level is desired by the National Society and can be provided. In addition, the regional programmes provide additional value by linking resources and needs within the region. While the regional delegation is working to create sufficient structures and systems within the region for future sustainable support to National Societies, there is still a need to maintain core programmes in disaster response/preparedness, health and care, humanitarian values, and organisational development. A two year transitional period during which regional programmes continue to run is required to successfully establish the necessary support within the region for preparing national societies to assume full responsibility and ownership for their development.. .

1. Health and Care W [*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

The Regional Health and Care Programme contains three components: community and emergency health; water and sanitation; and HIV/AIDS. The first two have existed for many years, the latter only became a full component in mid-2001. While the overall aim is to eventually integrate these three components into one coherent health and care unit which supports National Societies to also operate in an integrated manner, there is still a ways to go before this goal can be realised.

The Health and Care Programme is guided by the principles set forth in the African Red Cross/Red Crescent Initiative (ARCHI 2010), namely focusing on priority health problems with interventions that will have large-scale impact on morbidity/mortality; low material and/or financial investment; minimal training needs; and possibility for local level monitoring. In the past, the regional delegation focused primarily on supporting NS's to adapt and develop the ARCHI framework to their own situations through direct support. Since 2001, it was felt that more reliance on regional resources, both within and outside of the Movement, was needed to help NS truly apply the ARCHI framework. This lead to the creation of the Regional Health Task Force, which falls under the umbrella of the RC-NET. The Task Force has selected HIV/AIDS and malaria as the top priorities and agreed to co-ordinate the implementation of guidelines, policies, and support to national societies within the region.

In the mid 1990's, the programme mainly provided disaster response to mass population movements and natural disasters. During that period, the programme was perceived as being primarily reactive in nature, particularly to emergency response needs and long-term refugee needs. Since 1998, the Regional WatSan programme has provided developmental technical and programming support to national societies. Since mid-2001, the programme strategy began to evolve further, looking at the longer term needs either in terms of national society capacity building, in encouragement of a defined developmental approach to WatSan project delivery, while still building further upon regional WatSan disaster response capacity. Over the last year, the Regional WatSan team has established a Regional Strategy and project document reflecting the needs of national societies (which were defined in a questionnaire/interview process undertaken throughout the region) and in line with the Federation's change strategy. Individual country WatSan strategies are also being jointly developed to ensure that national society strategy documents have an appropriate WatSan component.

In addition to the great need to develop national society community health capacity is the never-ending threat of natural and man-made catastrophes in the region. Frequent epidemics, flooding, droughts, cyclones and conflict place further strain on already weak health coping capacities. Therefore, there remains a need to develop adequate resources in the region to respond to these regular outbreaks and disaster events.

With regards to water and sanitation, the negative impact upon health that poor WatSan coverage in Eastern Africa has is similar to other sub-Saharan Africa regions. Safe water coverage averages at about 40%, with some countries as low as 15-20%, while access to sanitation facilities has similar figures of 50% and 8-15% respectively. With the exception of a few Indian Ocean Islands countries, the challenge is enormous if only to reach safe coverage of 60-70% in water and 50% in sanitation during the next decade. Experiences have shown that the provision of water/sanitation facilities is not enough; close links to community development are required to encourage sustainability and appropriateness of the technologies employed, while behavioural change is paramount if real health improvement is to be realised. Therefore, the WatSan programme aims to link the “hardware” of the sector, i.e. the engineering side, to the “software” or health education and behavioral change side.

The software approach used by the Federation is PHAST (Participatory Hygiene and Sanitation Transformation) which has taken root in the region. This community development and health awareness tool is the primary integration mechanism between health (community based primary health) and WatSan. After training of 8 national societies staff members in PHAST, it has now been adopted and is in practice in 5 national societies and a further 3 are expected to begin implementing PHAST over the next year.

In 2002, technical training in WatSan emergency response was undertaken with participants from 8 national societies from the region to increase the ‘pool’ of Regional Disaster Response Team (RDRT) WatSan technicians and engineers. During these training initiatives technical standardization, the SPHERE (Humanitarian Charter and Minimum Standards in Emergency Response) initiative and adherence to World Health Organisation (WHO) WatSan standards were promoted. Technical support continued to long-term refugee WatSan projects in Tanzania and Uganda with the emphasis on reducing Federation and national society input to these projects. This we have mostly achieved in Tanzania and hope to achieve in Uganda over the next two years.

National societies active in the WatSan sector are keen to continue and expand upon their existing WatSan capacities and projects, and several of those with limited or no capacity have shown interest in establishing Watsan/Health ‘seed’ projects as a first step in doing so. One of the primary reasons for national societies to expand further their WatSan interventions is based upon the tangible benefits that have been realised among beneficiaries and the positive profile that the Movement has gained as a result. It is also obvious that national society capacity gained during refugee/relief operations is best capitalised upon to address continued need when the relief phase of projects are over. Therefore, the first phase of this redefined approach to Federation WatSan support in the region is launched with this appeal for the period 2003-4.

The Regional Delegation has developed an Integrated Health (PHC, Wat/san, HIV/AIDS) Seed Projects concept for the establishment of expanded ARCHI type pilot projects in selected national societies’ branches with the purpose of providing proactive support to those national societies with no ARCHI type approach, while at the same time maintaining further input and support to those with already established ARCHI type activities. The idea is to begin to bridge the gap between the theory and practice of integrated programming, which up until now has been elusive.

Through practical experience it has been realised that more investment is needed to build branch level capacity and improve the human resources capacities of national societies. This has been seen as the best method to scale up, make impact and turn Strategy 2010 into reality. The establishment of effective volunteers networks led by well oriented community health coaches is very crucial and instrumental for the national societies to reach their goals and effect strategy 2010; it has also been realized that it is cost effective to train the same volunteers and use them for the implementation of different operations, e.g. volunteers could be trained on reduction of the household vulnerability to Malaria, HIV and water borne disease in one course.

In 2002, 16 branch health officers from 8 national societies were given practical training on community engagement and empowerment by the regional health programme to scale up their health interventions and achieve a wider reach within their the communities at shortest possible time. At the end of the workshop, a comprehensive practical guide was developed to assist participants to apply the knowledge and skills acquired at the field. Regional exchange programmes and networking among the health departments of national societies have been successfully promoted for knowledge sharing and learning purposes as an additional methodology

HIV/AIDS is triggering national emergencies and most Heads of State in the region have declared it a national disaster. The WHO 2002 report on infectious diseases indicates that 95% of all HIV infections occur in developing countries, especially in sub-Saharan, dramatically cutting life expectancy. Through the support of a regional HIV/AIDS Coordinator recruited in July 2001 to help build the capacities of national societies build capacities in tackling the HIV/AIDS challenge, 13 out of 14 national societies have developed their 5 year strategic plans and 8 of them are already at the implementation phase through the Federation, government, United Nations agencies or Non Governmental Organisations support. However, a major setback in implementing the HIV/AIDS Strategic Plans has been the limited capacity and technical expertise of national societies, and only two national societies (Ethiopia and Rwanda) have managed to recruit a full time HIV/AIDS coordinator. For the others, the scaling up process relies heavily on health coordinators, who are at the same time struggling with the management of other on going health programmes or dealing with recurrent emergencies and epidemics in their countries.

As part of Strategy 2010's building partnerships to improve the effectiveness and impact of Red Cross/Red Crescent interventions within the region, in 2002 the partnership between the Global Network of People Living With HIV/AIDS (GNP+) and the Federation has been operationalised with the Network of African People Living with HIV/AIDS (NAP+) and a joint plan of action at country level is already in its implementation phase. Staff and volunteers living with HIV and AIDS have been trained as role models under the Ambassador's of Hope project to enhance a greater involvement of people living with HIV/AIDS (PLWHA) in Red Cross/Red Crescent interventions and prepare them to be the major actors in the Red Cross/Red Crescent campaign against stigma and discrimination.

The development of long term partnerships for health and HIV/AIDS programmes at global, regional and national level in the wake of diminishing funding is crucial in order to effectively offer and sustain services to the most vulnerable groups within the community.

Overall Goal

Contributing to improved health and care of vulnerable households/communities, including those affected by conflict, epidemics (inclusive of HIV), and disasters in Eastern Africa region.

Programme Objective

The capacity of national societies in enabling households/communities to reduce vulnerability to epidemics, accidents/injuries, and to prepare for and respond to basic health needs and health crises in partnership with stakeholders is increased.

Expected Results

- Standard regional community health coaches system developed, tested and applied in seven of the national societies in the region.
- Capacities of seven of the national societies in the region enhanced and networking improved through Regional Health Task Force assistance in strategic planning, creation of systematic monitoring mechanisms, and coordination and networking skills.

- Competent regional emergency health working group established with ability to assess and prepare ad hoc appeals and contingency plans for disease out break including cholera, polio, measles, meningitis, etc.
- The concept of integrating health and care (through health seed projects combining health, HIV/AIDS, and water/sanitation) experienced in 3 national societies; lessons learned and developed into regional strategy and applied with 2 more national societies.
- Operationalization of the global partnership agreements with the WHO, UNFPA at country level enhance national societies impact and financial operating funds.
- Seven national societies (Eritrea, Tanzania, Kenya, Uganda, Ethiopia, Rwanda, Seychelles) developed a comprehensive Health/HIV/AIDS policy and workplace programme for staff and volunteers.
- Nine national societies (Eritrea, Sudan, Kenya, Tanzania, Ethiopia, Seychelles, Madagascar, Uganda, Rwanda) participated into existing national HIV/AIDS country co-ordination mechanisms (National AIDS councils, CCM for GFTAM) and partially raised funds for their HIV/AIDS programs.
- Partnerships between national societies and PLWHAs national networks to reduce stigma and discrimination established in 8 national societies (Kenya, Uganda, Sudan, Eritrea, Djibouti, Rwanda, Seychelles, Tanzania).
- Existing and new regional partnerships to enhance NS capacities developed with the Network of African People Living with HIV/AIDS (NAP+) , Action AID Africa, Centre for African Families studies (CAFS) UNAIDS Inter Country Team, and other regional resource networks.
- A Sub-regional HIV/AIDS strategy for the Indian Ocean Islands national societies (Mauritius, Seychelles, Comoros, Madagascar), developed and implemented.
- A clear regional advocacy position on respect for human dignity, HIV/AIDS stigma and discrimination where NS' Governance played a pivotal role.
- Under the umbrella of the RC-NET Health/ HIV/AIDS Task force, national societies and regional delegation HIV/AIDS interventions better known, documented, shared and coordinated through best practices, communications to international/regional conferences, regional exchange visit programme.
- Federation's strategies in reducing household vulnerability to HIV/AIDS and other infectious diseases implemented by both Operating and Participating national societies.
- HIV/AIDS mainstreamed into the Regional Disaster preparedness and response.
- 8 national societies (Eritrea, Sudan, Tanzania, Kenya, Uganda, Ethiopia, Rwanda, Madagascar) doubled their HIV/AIDS financial income and the number of branches capable of implementing cost effective, integrated Health, HIV/AIDS prevention and care interventions.
- NS's with established developmental WatSan projects expanded from 6 to 10 (out of 14) NS's in the region by establishing WatSan/Health 'seed' projects.
- WatSan beneficiaries in the region expanded from 369,000 to 453,000 during 2003, a 'scaling-up' of 20%.
- National societies using the PHAST methodology increased from 5 to 8 in the region.

- A Regional PHAST human resource network established to encourage skills sharing and further establishment of the methodology.
- NS's with national WatSan strategies expanded from 2 to 4 in the region.
- Regional WatSan Disaster Response capacity is strengthened by establishing an initial 2 NS's with in-country WatSan emergency stocks linked to the annual Regional Disaster Response Team training.
- Scaling down and phasing out of long-term refugee/IDP WatSan projects continued in Tanzania and commenced in Uganda and Sudan.
- The Regional WatSan Delegate phased out and a WatSan team of regionally recruited and local staff strengthened accordingly.

2. Disaster Management W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The Eastern Africa region is one of the most vulnerable and disaster-prone area in Africa. It suffers from both natural and man-made disasters ranging from conflict, population movement, food insecurity, epidemics, political instability, poverty and economic recession. Few governments and national societies have National Disaster Management frameworks which specify roles and responsibilities, and focus internal and external efforts to respond to and reduce risks, e.g. Uganda, Seychelles, Mauritius and Kenya.

The table below shows a summary of major disasters in the region from 2000-2002 and number of affected people.

Year	Political Disturbances and Population Movement	Cyclones and Floods	Drought and Famine	Other disasters
2000	About 8.9 million people, mainly in Burundi, Rwanda, Tanzania, Uganda, Democratic Republic of Congo, Kenya and Sudan.	About 30,000 people in Kenya	About 16 million people mainly in Ethiopia, Kenya, Sudan, Somalia, Eritrea and Djibouti	
2001	About 9 million people, as above	About 40,000 people in Kenya and 160,000 in Sudan	About 1.6 million people in Kenya and 2 millions in Ethiopia	
2002	About 9 million people as above	About 250,000 people in Kenya and 90,000 people in Sudan	About 11.3 million people in Ethiopia, Kenya, Eritrea, Sudan, Rwanda and Somalia	Nyiragongo volcanic eruption in Goma, about 300,000 people affected.

(source: UN-Office of Coordination of Humanitarian Assistance, USAID-Famine Early Warning System, Somalia Food Security Unit, Eritrea Government, Ethiopia Government, Kenya Government and Sudan Government)

The Disaster Preparedness programme in Eastern Africa began in 1993, and the initial role of the delegate was to advise national societies and set up relief operations in Uganda and Kenya. When the European Union (formerly European Community) funded the regional programme from 1995 to 1997, the focus was to standardize operational procedures in the seven Anglophone national societies (Uganda, Sudan, Kenya, Tanzania, Somalia, Ethiopia and Eritrea) and introduce a Disaster Preparedness programme in every national society. A Regional Standardization Working Group consisting of the seven national societies and operating at the regional level was established for this purpose. This programme was evaluated in late 1997 and the results used to produce a ten years Regional Disaster Preparedness/Response Strategic Framework, in line with the Global Strategy 2010.

The purpose of the Strategic Framework is to build up appropriate capacities in order to address four main challenges in the region (a) food security, (b) political disturbances and population movement, (c) cyclones and seasonal floods, (d) National societies' Disaster Preparedness policy/plan development. This Framework proved to be a very useful tool in 2000/2002 in terms of focusing the Disaster Preparedness/Response programme both at regional and country level, as well as networking with other key players.

According to Strategy 2010, and in line with the decentralization process, the plan is to hand overall leadership in Disaster Preparedness/Response to national societies under the guidance of the Red Cross and Red Crescent network for Eastern Africa (RC-NET). Major advancements have been made in this respect: a clear regional Disaster Preparedness/Response 2010 Strategy has been developed. Five regional working groups have been established under the RC-NET to take the lead in developing disaster preparedness plans of national societies. All national societies in the region (except Djibouti) have Disaster Preparedness programmes and some like Kenya, Uganda, and Ethiopia have clear Disaster Preparedness/Response strategic plans and structures. Regional food security strategies and country level strategies and programmes have been set up in Eritrea, Ethiopia, Uganda, Kenya, Sudan, in addition to a sub regional Indian Ocean Disaster Preparedness/Response, while sub regional contingency plan and training on SPHERE have been undertaken in Great Lakes.

Long term partnerships in Disaster Preparedness/Response have been initiated and include the Federation/DfID Partnership initiated in 2003 on risk reduction, and through which vulnerability capacity assessment and contingency planning have been undertaken in Sudan, Rwanda and Ethiopia. Implementation of a new partnership between the Federation and United Nations Environmental Programme (UNEP) Partnership on environmental disasters for the whole of Africa will be commenced in 2003. Harmonisation with ICRC on conflict preparedness at regional and country levels (Rwanda, Ethiopia, Sudan, Uganda) has progressed well and a joint annual planning meeting on disaster preparedness/response will be undertaken in 2003.

The process of establishing Disaster Preparedness policy plans and strategies have commenced in Kenya, Uganda, Rwanda, Sudan, Ethiopia, Seychelles and Eritrea. The Regional Disaster Preparedness/Response programme also assisted in the preparation of contingency plans for presidential elections in Uganda in 2001, and for the upcoming 2002 general election in Kenya.

As much as regional preparedness is good, it cannot and should not replace preparation at sub regional, national and local levels (e.g. human resources, materials, system/procedures, information, strategic branches, partnerships etc.). Thus, the focus for 2003/04 will be to build up capacities at sub regional, national and local levels. The experience and process of the Indian Ocean sub regional strategy (mainly around cyclone preparedness) will be replicated into the Great Lakes sub-region for conflict preparedness/population movement, and eventually in the Horn of Africa for food security in 2004. Partnerships like the one between the Federation and DfID provided consistent resources and helped in building a solid regional base, and more partnerships with other agencies will be sought in 2003.

However, a vacuum still exist in Disaster Preparedness policy/plan both at national society and governmental level. Work will continue in Rwanda, Sudan, Ethiopia and other societies to lobby governments for their formation and for the clarification of the roles of the national societies.

Overall Goal

The suffering of the vulnerable people affected by disasters is reduced through building RC/RC capacities at regional, country and local levels.

Programme Objective

National societies' and Regional Delegation's Disaster Preparedness and Response capacities are strengthened through knowledge sharing and working together both at regional and country levels (ICRC, other agencies, other regional programmes etc.).

Expected Results and Activities

- Food security capacities/programmes at regional and country levels are established/strengthened at regional, sub regional and country levels.
- Readiness for political disturbances and population movement is improved through contingency plans at regional, sub-regional and country levels.
- Preparedness for seasonal floods/cyclones is put in place and strengthened at sub-regional and country levels.
- Vulnerability Capacity Analysis (VCA) is conducted and Disaster Preparedness policy/plans are prepared at country level.
- Overall Regional Disaster Preparedness/Response capacity is strengthened, knowledge shared, skills transferred and joint planning improved.

3. Organizational Development w[Click here to return to the title page](#)

Background and achievements/lessons to date

The Regional Organisational Development programme serves to link, advise and support national society capacity building. It also seeks to promote knowledge sharing and learning between national societies as well as quality standards and accountability amongst national societies, delegations and bilaterals operating in the region. The programme serves to catalyse support within African National Societies and by partners for national society organisational development which underpins effective programme delivery. Focussing on leading change in a planned manner, the programme places considerable emphasis on Strategic Planning as the starting point for organisational development. During the organisational diagnosis which is an essential part of the strategic planning processes, the importance of issues such as responsible governance, accountability, branch development and improved communication at all levels of a national society emerge quickly. These then become key issues for attention in Strategic Plans and their accompanying Action Plans. Complementary issues such as branch development and volunteer management also come to the fore.

In 2002 the Regional Organisational Development team comprised 3 delegates. During the year, and as part of the Regional Co-operation programme, the policy of using national society human resources in the region was further developed to back-up the gap of the Regional Organisational Development team. It is the intention to reinforce this system in 2003 through more effective co-operation with the RC-NET in a process that will see only one Organisational Development delegate left at the Regional Delegation from 2003 onwards.

Many of the same challenges faced in 2002 prevail. An integrated approach linking relief and development does not occur with sufficient frequency. This prevents many national societies from having a long term perspective in planning programmes. Some national societies have not achieved an adequate Governance/Management balance nor a functioning statutory succession system, while some are averse to serious integrity issues. The lack of a sufficient branch structure and/or decentralisation system prevents many of them from working sufficiently close to their communities. Inadequate systems of staff and volunteer development are also a contributing factor. The majority of national societies continue to have a high dependency on outside support and most require considerable assistance in the area of financial management.

Considerable progress has been made to redress the challenges mentioned above. During 2002 the national societies of Kenya, Madagascar, Rwanda and Uganda completed their Strategic Plans, while the process commenced in Mauritius and Tanzania. A donation from the Finnish Red Cross allowed the Regional Delegation to provide much needed capacity building support to the relaunched Djibouti

Red Crescent, where the main focus is strengthening branch capacity to respond to community health needs and to ensure that Djibouti Red Crescent maintains its profile as the leading humanitarian organisation with a branch network in the country. This process is being facilitated by an experienced representative of the Sudanese Red Crescent, as part of the Regional Delegation's policy of utilising regional resources.

An allocation from the Capacity Building Fund has greatly facilitated endeavors to provide structured support to the national societies of Comoros and Mauritius. The funding allows the Regional Delegation to provide support to the Comoros Red Crescent to meet the conditions for recognition to the Red Cross and Red Crescent Movement. In the case of Mauritius, the Regional Delegation is providing Strategic Planning support to enable the national society to attract new local partners in this most developed economy of the Indian Ocean Islands.

Training in the field of responsible governance was carried out in the national societies of Kenya, Rwanda and Somalia. With a view to restructuring Burundi Red Cross to face evolving humanitarian challenges, a Task Force made up of senior national societies' representatives from the region, assisted it design an Action Plan focusing on Governance and Statutory issues. Statute revision began in Madagascar and Mauritius, a new governing board was elected in Kenya and Rwanda and the later also made some progress in developing a decentralisation policy. Branch development programmes were put in place in Djibouti, Kenya and Sudan.

An external financial audit was completed in Burundi and Madagascar as a basis for ensuring that effective systems of financial control are put in place in 2003, and external consultancies on Human Resource and Financial Resource Development were carried out in Rwanda. Financial Procedure Manuals were designed in Rwanda and Uganda and the computerised financial system was upgraded in Eritrea.

Overall Goal

Red Cross and Red Crescent Societies in the region maintain a high profile in responding to the needs of the most vulnerable at community level.

Programme Objective

National societies have the necessary structures and systems in place to respond to clearly identified community needs.

Expected Results

- Two National Societies are fully proficient in project planning process.
- Governance and integrity issues are addressed in five National Societies.
- Federation Volunteerism policy is adapted to the requirements of four National Societies.
- Branch development and decentralisation continue in five target societies.
- Leadership in seven National Societies are trained in finance and management procedures.

4. Humanitarian Values w<[Click here to return to the title page](#)>

Background and achievements/lessons to date

Millions of people in the Eastern African region suffer the impact and consequences of wars or conflicts over land, water scarcity or ethnic intolerance. Furthermore, they have to bear with the cyclic devastation brought about by drought, floods and epidemics such as HIV/AIDS, malaria, measles, meningitis and polio among others. All these elements combined have common effects: displacement, famine, destruction of the community and the family cell, discrimination and intolerance.

The responsibility of national societies and the Federation's Nairobi Regional Delegation to develop the tools and potential to respond to these crises and to reduce stigma and discrimination surrounding

people living with HIV/AIDS or other illnesses is carved out in the Federation's Strategy 2010 and the Strategy for the International Red Cross Red Crescent Movement.

There is a very well-developed network of regional and international media based in Nairobi. The Regional Delegation has regular professional relations with this network and will strive to influence this unique set-up to ensure the voices of the most vulnerable are heard by the international community.

Based on a detailed needs survey carried out on national societies, and in line with the Movement's strategy and objectives, a Regional Communications Strategy was developed in June 2001 which gave rise to a Regional Information Unit composed of two specialized delegates - one in charge of communications capacity building of national societies, and the other for media information - and a national information officer. The unit was to address years of fluctuating performance of national societies' information/communications departments that were too dependent on relief operations, and ensure that their capacities were sufficiently built.

The goal of the Regional Information Unit is to proceed towards a gradual transfer of skills and responsibilities to the information officer by handing over some of the delegate's function during 2003. A major setback, however, has been the discontinuation of the position of Regional Communications delegate in 2002 due to lack of funding to implement the plan of action. The Change Process taking place in the Federation may also further affect the present programme, and an assessment of the situation will be done in January 2003 to decide on the adequate structure to be put in place based on the national societies needs and capacities and the Federation objectives.

The third annual regional partnership meeting held in June 2002 re-confirmed the findings of the previous partnership meeting held in 2001 that advocacy, promotion of humanitarian values, dissemination of Red Cross Red Crescent principles, public awareness and fund-raising remain a high priority for all the national societies in the region.

Despite having to respond to a series of unforeseen humanitarian emergencies, the Regional Information Unit managed to accomplish part of the objectives set for 2002. Among these was the volcanic eruption of Mount Nyiragongo in February 2002 at Goma on the border of Rwanda and the Democratic Republic of Congo, for which the unit provided wide public awareness of the prompt deployment of the Regional Disaster Response Team and excellent coverage of the emergency appeal that facilitated rapid services to the victims of the disaster. Similarly, the assistance and effective coaching of information counterparts during emergencies (floods in Kenya which rendered 125,000 people in need of assistance; response by the Tanzania Red Cross to the worst train accident in the country's history; and assistance by Uganda Red Cross to 100,000 displaced persons in Northern Uganda due to ethnic conflict, etc.) resulted in good public awareness through media coverage and very good, mostly local, fund-raising. Assistance was also provided to Kenya and Tanzania Red Cross Societies to highlight their Mass Measles Campaigns in which 14 million children were vaccinated in Kenya and 11 million in Tanzania. Coverage in both local and international media was also given during a highland malaria outbreak in Kenya in July.

The Information Unit gave wide coverage of the launch of the global HIV/AIDS anti-stigma campaign during the World Red Cross Red Crescent Day (8 May) and of the World Disasters Report at regional level while support and assistance to increase awareness about Federation's activities in the region was also given to regional delegation's departments - Health and HIV/AIDS, Disaster Preparedness, Water and Sanitation- through the design and production of technical or promotional booklets, brochures and videos.

During 2002, the possibility of developing an information human resource pool of volunteers to assist the Regional Delegation and national societies in the production of articles, video reportage, etc., was explored. However, the initial findings indicate that the preferred way of creating a strong information

network would be to encourage, support and invest in the human and technical development of the information units of the national societies.

In 2003, counterparts from national societies will be invited to join the regional information unit for limited periods of time as staff on loan or information project managers. These will lead to regional exposure, training, better understanding of the needs and obstacles existing at regional level, and more assurance and impetus in their work. National society counterparts will be assisted and guided to develop and conduct activities linked to Federation advocacy priorities such as reducing stigma and discrimination surrounding people living with HIV/AIDS.

The capacity building effort in terms of improving the skills of human resources and acquiring appropriate technical equipment is a continuous one and will be linked to organisational development in 2003. The commitment of the national societies' leadership to develop strong advocacy and communications units exists. Hence, the achievement of the objectives set in this programme will be mostly and directly affected by donor commitment. Their willingness to support the promotion of Fundamental Principles and Humanitarian values and help national Societies move from principles to action, remains crucial.

Based on the Southern African region experience, the information unit will undertake to design and launch an Eastern African Regional web site, a tool seen as an essential vector for spreading knowledge about Red Cross/Red Crescent activities and influencing humanitarian behaviour in the community. Efforts will continue towards promoting regional activities aimed at reducing vulnerability within the Sphere Standards, such as in Water and Sanitation, Health and Disaster Preparedness and Response projects. Assistance towards better national, regional and international recognition, fund-raising and membership recruitment was specifically requested by the national societies of Comoros, Eritrea, Kenya and Somalia.

Regional co-ordination and assistance will be enhanced to increase exchange between members of the regional communications network and ensure a more regular flow of information through a quarterly regional newsletter, articles, and images produced for publication on the Federation's web site or other Movement publications. Adapted to regional needs and based on existing training materials, a training module for the promotion of Red Cross/Red Crescent principles and humanitarian values, as well as for developing information and communications skills will also be produced by the Regional Delegation.

The Regional Delegation's overall intention remains unchanged: to strengthen the capacities of the 14 national societies in the East Africa to respond by themselves to the high level of humanitarian demands without any external support by latest 2010.

Overall Goal

Red Cross Red Crescent Principles and Humanitarian Values are known and respected throughout the region; discrimination against vulnerable groups is reduced

Programme Objective

Support national societies in the region by increasing their capacity to promote Red Cross/Red Crescent principles and humanitarian values that complement and re-enforce their response to humanitarian emergencies and vulnerability reduction.

Expected Results

- Catastrophes and major Federation and National Society events receive high media coverage.
- Three national societies are supported to protect the emblem, acquire international recognition, and recruit new members.

- Six national societies strengthen their capacities within Information/Communications through regional exchange/coaching visits and support.
- A regional website to link NS in the region for sharing of information, best practices, and inter-society communication is functioning.
- Five national societies are supported to develop and produce videos, brochures, and posters, etc. To conduct anti-stigma, anti-discrimination, and/or public awareness and vulnerability reduction campaigns.
- Five national societies have improved their resource mobilisation results through expanded information capacities.

5. Federation Coordination w[*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

The co-ordination function in the region has several components: support to the regional advisory board - the Red Cross and Red Crescent Network of Eastern Africa (RC-NET) - and its various thematic working groups; linking of programmes and activities between ICRC, bilaterals, PNS's working multilaterally, and amongst African National Societies; guidance on the preparation of the Cooperation Assistance Strategy (CAS) documents and processes; recruitment and career development of persons from the region for global assignments; and continued channelling of cooperation best practices to headquarters level for global learning and knowledge sharing.

The RC-NET concept has taken several years to take root and develop, but since mid 2002 and with the constant nurturing by the regional delegation, it appears to have taken on momentum and is beginning to show evidence of true national society ownership. The concept of relying on resources within the region for mutual assistance and more sustainable development support has been continuously promoted by the regional delegation and is now well accepted. A modus operandi between the Regional Delegation, the network's elected representatives, and the chairpersons of working groups has been sorted out after a rocky start due to mismatched expectations from both sides. Initial experiences with regional exchanges for various objectives including disaster preparedness policy planning, branch development, health strategising, change processes, and long-term planning have been well appreciated by the national societies. When well-planned and followed through, their efficacy is clear and their cost significantly less than the means used in the past such as delegate assignments, external consultants, etc.

For several years, the regional delegation was organising an annual Partnership meeting attended by 90 senior leaders from African, European and American national societies, Federation regional and country delegations and ICRC. The forum was described as a good opportunity for joint evaluation of achievements and for reflection on common issues facing the Red Cross and Red Crescent family in the Eastern Africa Region. Every year, the theme, the topics on the agenda and the methodology were adjusted to meet the evolving needs in the region but in 2002, the outcomes of the meeting made a breakthrough in the way how African national societies took a lead role in the discussion and the ownership of the agenda. This is as a result of the regional delegation providing full support and space in the meeting for the RC-NET to assume its full responsibilities and leadership role and by tailoring the meeting very tightly to societies demands and interests. Participants decided that the meeting will now take place once every two year. Thus the next meeting will be in June 2004 and will not appear in this year's appeal.

The reality in the field is that there has been little interest or incentive in the past to really co-ordinate amongst the various partners. Even worldwide experience from the first round of the Co-operation Agreement Strategies (CAS) has shown that there is still a major gap between what the CAS policy recommends and what actually occurs. However, there is a slow realisation that we cannot continue forever in such a state and that there needs to be greater co-ordination. The regional delegation plays a major role in supporting country level representatives on this function and in providing oversight to

the entire process within the region. The new Strategy for the Movement is already creating noticeable changes in the willingness of ICRC to collaborate with the Federation and this will surely provide excellent and heretofore unavailable possibilities for maximising the impact of support to national societies, both within the CAS framework and on other more general areas of concern to all of us in the Movement.

As part of the Federation policy to balance its staffing throughout the world, the global recruitment programme has been implemented within the region since 1999. Increasing numbers of persons from within the region have been trained and placed as delegates both regionally and internationally. This represents a very positive step in the right direction, although one that requires significant co-ordination to ensure fair treatment (which has not been easy given the relative lack of experience with such matters and inadequate policies/guidelines), adequate support for first timers, proper staff succession plans, and reintegration of those who have been out on assignment so that the Movement does not lose these more qualified persons to other organisations.

The co-ordination and management function of the delegation has become even more important than in the past due to a number of factors. All country-based delegates are now reporting directly to the Regional Delegation. The number of Participating National Societies operating bilaterally in the region continues to increase. National societies are looking to the Federation for leadership in co-ordinating Co-operation Agreement Strategies. To meet this challenge, the Regional Delegation is increasingly developing its relationships with PNS and the ICRC to encourage them to develop longer-term co-operation strategies and through which their current co-operation strategies are challenged. This is a step in the right direction. However, it also requires resources in the form of time, personnel, and money. In addition to spearheading the development of cooperation strategies the Federation is called upon to help members obtain agreement on their cooperation methods, which in turn, requires services to participating societies both at country and regional levels. Experience has shown that our partners expect a high level of co-ordination from the Federation, but that they are not always willing to meet that expectation with financial contributions to match the cost of long-distance communications, meetings, travel, and the coordination support function performed by country representatives and regional delegates whose basic costs are not always ensured.

Overall goal

Federation coordination is maximized in Eastern Africa region.

Programme Objective

The impact of partners' inputs and the outputs from relationships amongst national societies, the Federation Secretariat, the ICRC, and other global and regional partners is increased.

Expected Results

- RC-NET is well functioning and serves to guide the Regional Delegation.
- CAS documents and processes exist and function well in 8 countries, and are initiated in 2 others.
- Programmes and activities with ICRC, bilaterals, PNS are well coordinated.
- Systems for the recruitment and deployment of locally recruited delegates are well functioning at regional level and well known and respected by National Societies in the region.
- 10 persons from the region are trained, recruited for global assignments, and reintegration into their national societies increased.
- East Africa region contributes to organisational-wide learning and the development of best practices worldwide.
- Federation-wide standards, policies, and resolutions are promoted and respected.

6. International Representation [*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

In line with the Strategy 2010 and the Strategy for the Movement, International Representation has been highlighted and strengthened to become a full programme in 2003. It shows the importance that this matter is taking in a global environment. This approach is particularly appropriate to Eastern Africa region which is prone to many man-made and natural disasters, where Red Cross and Red Crescent national societies are key partners in advocating for the most vulnerable, and in playing an active role in relief operations as well as in promoting the Humanitarian values.

Over the last 4 years, the Regional Delegation has been pro-active in developing new relations with international institutions in the region with some moderate success. It is clear that these relations need to be developed with a long term perspective. It takes much time to get to know the partner, build up confidence, and eventually come up with a concrete partnership proposal. International Representation is based on a global analysis underlined in the Strategy 2010 and addressed in the Federation Secretariat priorities for 2002-2003 and needs clear objectives and expectations before operationalisation in the field. Experience has shown that the task is very time consuming, especially with the United Nations Agencies, and require a strong coordination between the Secretariat in Geneva and the Regional Delegation. The contact with African Union (formerly the OAU) has not brought much results so far due to lack of capacity in the follow up on the part of the Regional Delegation and lack of feedback on the part of the African Union on the discussions initiated by the former Federation Head of Delegation in Ethiopia.

Over a year has been spent to develop partnership with United Nations Environmental Programme (UNEP), whose world headquarters are based in Nairobi. 2003 will be the year to operationalise the partnership through projects which maximize the assets of each of the partners, namely UNEP's technical expertise and access to governments, and the Red Cross' national and grassroots presence and role as auxiliaries to governments in disaster response. The Federation is strongly involved in the CAP process with OCHA and has regularly participated in all meetings, forums and training at the regional level, especially on building up coordinated regional contingency plans with other organizations. Links have been made to coordinate similar initiative at country level mainly in the Great Lakes and the Horn of Africa.

However, new trends are emerging especially with the private sector and other Non Governmental Organizations who are seeking partnership to become more cost effective and efficient in tackling the increasing humanitarian needs. The credibility of the Red Cross and Red Crescent Movement is quite strong in this region and national societies have started getting positive returns on the regional investments of the past 2 years.

Through regular participation in all diplomatic events in Nairobi, the Regional Delegation has strengthened its position and status and is now able to make concrete links with national societies. The best case is the Kenya Red Cross, which has been introduced via the Regional Delegation to many embassies, international organization and private companies after an internal crisis in 2000, and who has now completely rebuilt its image and started receiving good direct funding for its activities. Another example of the credibility of the Federation Regional Delegation is the capacity to develop partnerships with multinational companies whose interests traverse several countries, and assist national societies in approaching them, facilitate negotiations, and advise on developing technical agreement. This has been the case in 2002 with Bamburi/Lafarge cement company which has translated into successful projects in Rwanda, Uganda and Kenya.

The Alliance of the chief executives of seven of the world's biggest youth organizations has started to operationalise its contact in the field. The 7 member organizations represented by the Alliance are the World Alliance of YMCAs, World Organization of YWCAs, World Organization of the Scout Movement, World Association of Girl Guides and Girl Scouts, The International Award Association, International Youth Foundation, and the International Federation of Red Cross and Red Crescent Societies. The Regional Delegation represented the Federation Secretary General at the meeting held in Nairobi in August 2002 and will continue to coordinate the programme in the field and link with

the Secretariat in Geneva. The network representing 30 million African youths resolved to join forces to counter the HIV/AIDS pandemic on the continent through six strategic areas and drew plans of action targeting youth aged between 10-25 years in 5 selected countries (Ghana, Zambia, Kenya, Tanzania and Uganda). The plans focus on *empowering African young people* to adopt responsible sexual behaviours; spreading the truth about HIV/AIDS through culturally appropriate peer education programmes; raising HIV/AIDS awareness; and generating behaviour change through the use of youth networks, religious and community partners. Other areas are engaging African youth in advocacy efforts such as fighting stigma and discrimination; legal protection of AIDS orphans and access to proper medical care; encouraging volunteer service and creating economic opportunities for young people living with HIV/AIDS; and caring for those living with HIV/AIDS.

Overall goal

The Federation is an authoritative voice in the international humanitarian arena and is a reliable partner to corporations, government, international and non-governmental organizations.

Programme Objective

The Federation is more focused and effective in International Representation to build the capacities of the national societies in the region, to provide effective coordination mechanisms, play an active role in promoting Federation policies in fundraising, and in participating in international meetings.

Expected Results

- The Regional Delegation is increasingly called upon to provide opinions, information, and leadership on issues of humanitarian concern.
- The regional data base on External Relations is fully functioning and disseminated throughout the region, national societies are able to take its ownership and the management at country level
- The operationalization of the UNEP partnership through concrete projects in 3 countries is coordinated and documented by the Regional Delegation.
- The projects of Alliance of Youth Organizations in 3 countries of the region is coordinated and documented by the Regional Delegation, and reported to the Secretary General.
- Increased resources from embassies and private enterprises are received in response to appeals
- Relations with African Union, United Nations agencies (OCHA, UNICEF, HABITAT, etc.) are revitalized based on clarified objectives.
- The participation of the Federation in international meetings and forums is more focused, coordinated and effective based on the Secretariat and regional priorities.

7. Field Management Programme w

Background and achievements/lessons to date

Building on the recommendations of the 1999 Africa Review which severely criticised the lack of success of Federation country delegations to develop and sustain capacity building of national societies, and as part of its effort to provide the most cost-effective technical assistance possible, the Regional Delegation in Nairobi has been the avant-garde of the integration of country delegations into national society structures.

With the decision to have country delegations reporting directly to Regional Delegation in June 2002, accountability and reporting lines between Nairobi Regional Delegation and country delegations has become more clear and has allowed the Regional Delegation to take a more proactive and streamlined approach to management of Federation support to national societies.

In 2003, the Regional Delegation will consolidate its support to the integration of country offices throughout the region (Burundi, Eritrea, Ethiopia, Rwanda, Sudan, Uganda), oversee the Somalia Programmes and the hand-over of the Tanzania Refugee Relief Operation to Tanzania Red Cross, and continue to provide support to national societies with no permanent Federation presence (Comoros,

Djibouti, Kenya, Madagascar, Mauritius, Seychelles). Experience has shown that each national society is unique in its willingness and ability to embrace the integration concept and that the Regional Delegation must be flexible and accommodating if the integration is to succeed. Conversely, since the Regional Delegation's strategy is to match resources with priorities as much as possible, the Delegation's selection of priority countries for assistance (3 countries in 2002: Burundi, Sudan and Tanzania) is based on need, but also on national societies' willingness and ability to manage the assistance being offered.

With the increased coherence that its new role allows in approaching national societies in the region, the Delegation is better able to negotiate with national societies what is needed and how to provide that support. This has met with success in 2001, although for countries that do not have partners, or in cases where partners have strong interests and are not flexible in their approach, the success has been mitigated. The Delegation's philosophy relies on integrity, transparency, and communication in its relations with all national societies, ICRC, amongst its Delegations, and with its staff. This means that it dialogues honestly with regard to national societies who do not meet organisational standards - both national societies and PNS - conducts its activities in a transparent manner with clearly defined criteria, and strives to communicate actively and regularly with partners for maximum understanding and co-operation. The Delegation's philosophy also strives to promote national society ownership to address issues of concern, either through direct ownership, through the RC-NET, or through appealing to the national societies as members of an International Federation.

The Regional Delegation will also begin working to implement the recommendations of the Federation Change Strategy that envisages the creation of sub-regional offices supported by core funds to ensure adequate, well-coordinated support to all national societies. This new structure will require the development of new attitudes and methods of working until the process is complete and fully internalised by all. The plan for the Eastern Africa region is to decrease the number of its international expatriates by 70% by 2005. The transition will be achieved by the recruitment of a Disaster Management co-ordinator and a Programmes co-ordinator in 2003, by recruiting competent senior technical managers from the region to respond to the programmes' needs of national societies, and by the creation of 3 sub-regional offices based in one country of the Indian Ocean Islands, the Horn of Africa and the Great Lakes/East Africa sub-regions.

Between 2001 and 2002, the Regional Delegation started implementing the Change Strategy on an experimental mode based on its analysis of the needs and the capacity to work differently to consolidate its organisational structure. Four expatriate staff were not replaced at the end of their contracts and Kenyan nationals were recruited to fill the positions (relief, telecom, reporting, and finance). Results thus far have been mixed, being partially linked to the relatively low salaries offered and the level of expertise they attract. The strategy is to ensure longer-term staff continuity that will reduce Regional Delegation costs currently expended on expatriates and build on Kenyan (or regional) national capacities. The full "professionalisation" of the Delegation with Kenyan nationals will depend in part upon the pace of the Change Process and the resources it generates for this process, since to make the transition possible, funds to attract highly qualified local professionals will be required.

The decentralisation of the Operations Accounting department out to Regional Finance Units (RFUs) has proven to be hugely successful in the region. Support to country delegation financial management, as well as to national societies receiving funds directly from the Federation has been radically improved. Synergies between organizational development and RFU have blossomed since much of good governance and management within national societies is often constrained by poor financial accountability and controls. This has led the Delegation to consider evolving and expanding the role of the RFU towards a more advisory role that can strengthen national societies' financial management capacity.

Due a reduction of large-scale operations in the region, the need for a robust Regional Logistics Unit (RLU) has waned over the past few years. Therefore, the Delegation is actively working towards the reduction of the unit into its smallest possible configuration that can still provide services in procurement, clearance, transport, warehousing, and fleet as needed throughout the region, while building a more developmental advisory role to national societies in need of logistics systems and capacity.

The Regional Delegation has since 2000 been actively involved in the preparation, planning, and support to country appeals - both developmental and emergency oriented. Catalysed by the future sub-regional and integrated structures of delegations, the Regional Delegation will assume an even greater role in co-ordinating and supporting these operations and programmes, which in the past were heavily guided by the Africa Department in the Geneva Secretariat. This is a healthy evolution, but one which will require the development of stronger liaising, reporting, communications, and advisory abilities; an adapted use of the available human resources; and a new, more integrated way of working together, both within the Delegation and throughout the region.

Overall goal

The capacity of national societies in the region is improved and service by the Regional Delegation to all Federation members supporting the region is highly valued.

Programme Objective

Federation Secretariat programmes and presence in the region are well managed and contribute to the strengthening of national societies in the region through excellent cooperation, knowledge-sharing, best practice, advocacy, and policy development.

Expected Results

- Country delegations in Sudan, Ethiopia, Rwanda, Uganda, and Eritrea are fully integrated into their host national societies; country delegations in Tanzania and Burundi are partially integrated into their host national societies.
- Sub-regional office for East Africa/Great Lakes begins to function in 2003, and is completed by 2004/5. Preparations for Sub-regional offices for the Horn and Indian Ocean Islands are complete in 2003, offices established in 2004/5.
- Support and management oversight to Burundi, Tanzania, and Somalia operations/delegations is provided effectively.
- Support to national societies without a Federation country presence is provided adequately to those demonstrating need, interest, and willingness to benefit from the support.
- Regional Finance Unit processes accounts from the 14 countries and provides budget development and monitoring support.
- Regional Logistics Unit provides services and developmental support to national societies.
- Annual and emergency appeals throughout the region are proficiently planned, reported on, and managed.
- Quarterly Management Meetings unify the Regional Delegation and country-based representatives into a coherent, well-functioning team through experience and knowledge sharing, coordinated planning, and intra-regional cooperation
- Project Planning Process (PPP) is introduced to all delegates and formal training organized.

<Budget below - [Click here to return to the title page](#)>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.13/2003

Name: East Africa Regional Programmes

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	1,000	0	0	0	0	1,000
Teaching materials	0	3,000	0	4,000	0	0	7,000
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	4,000	0	4,000	0	0	8,000
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	3,900	3,200	3,800	0	0	10,900
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	0	3,900	3,200	3,800	0	0	10,900
Warehouse & Distribution	500	4,250	32,200	1,000	0	0	37,950
Transport & Vehicules	24,780	61,530	41,260	10,900	21,880	5,000	165,350
TRANSPORT & STORAGE	25,280	65,780	73,460	11,900	21,880	5,000	203,300
Programme Support	22,268	66,372	63,829	17,194	15,301	3,447	188,412
PROGRAMME SUPPORT	22,268	66,372	63,829	17,194	15,301	3,447	188,412
Personnel-delegates	161,600	350,400	360,000	100,800	144,000	14,400	1,131,200
Personnel-national staff	17,983	141,410	143,463	31,483	11,873	9,785	355,995
Consultants	0	39,000	30,000	39,000	0	0	108,000
PERSONNEL	179,583	530,810	533,463	171,283	155,873	24,185	1,595,195
W/shops & Training	12,200	211,250	140,800	0	17,500	0	381,750
WORKSHOPS & TRAINING	12,200	211,250	140,800	0	17,500	0	381,750
Travel & related expenses	26,150	17,000	9,900	1,650	1,650	11,100	67,450
Information	500	12,600	0	29,200	0	7,500	49,800
Other General costs	76,600	109,400	157,340	25,500	23,200	1,800	393,840
GENERAL EXPENSES	103,250	139,000	167,240	56,350	24,850	20,400	511,090
TOTAL BUDGET:	342,581	1,021,112	981,992	264,527	235,404	53,032	2,898,647