

Appeal 2004



EAST AFRICA REGIONAL PROGRAMMES

Appeal no. 01.10/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

[Click on programme title or figures to go to the text or budget](#)

Programme title	2004 in CHF
Strengthening the National Societies	
Health and Care	1,198,991
Disaster Management	669,751
Humanitarian Values	416,635
Organizational Development	298,101
Coordination, Cooperation, and Strategic Partnerships	
Coordination and Implementation	829,261
Total	3,412,739²

¹ Identified by blue in the text.

² USD 2,563,078 or EUR 2,196,807.

Regional Context

The Eastern Africa regional delegation, based in Nairobi, covers 14 countries: Kenya, Uganda, and Tanzania (East Africa); Ethiopia, Somalia, Sudan, Eritrea, and Djibouti (Horn of Africa); Rwanda and Burundi (Great Lakes); and Seychelles, Mauritius, Comoros, and Madagascar (Indian Ocean). Together, these countries are home to more than 235 million people, the majority of whom are amongst the world's poorest: average annual GDP per person is less than USD 1,000 (see table below).

Table 1: Elements from the UNDP Human Development Index (HDI) for the region.

Country	HDI Rank	2002 Population (millions)	GDP (2000) In USD	2002 CPI Rank	Adults living with HIV/AIDS	Life expectancy at birth (years)	Access to improved water sources (%)	Adult literacy rate (% 2000)
Burundi	171	6.4	591	N/A	330,000	40.6	N/A	48.0
Comoros	137	0.7	1,588	N/A	N/A	59.8	96	55.9
Djibouti	149	0.6	2,377	N/A	N/A	43.1	100	64.6
Eritrea	157	3.7	837	N/A	49,000	52.0	46	55.7
Ethiopia	168	62.9	668	59	1,900,00	43.9	24	39.1
Kenya	134	30.7	1,022	93	2,300,00	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	N/A	430,000	40.2	41	66.8
Somalia *	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sudan	139	31.3	1,797	N/A	410,000	56.0	75	57.8
Seychelles	47	0.1	12,508	N/A	N/A	72.1	N/A	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

CPI – Corruption Perception Index, developed by Transparency International, ranking 102 countries

NA = No Information Available

* Information for Somalia is not available due to lack of a central government and reliable statistics

The region is also one of the most vulnerable and disaster-prone in Africa ranging from seasonal floods and cyclones in Kenya, Sudan and the Indian Ocean islands; volcanic activity in Rwanda, Burundi and the Indian Ocean islands; chronic food insecurity and drought in Somalia, Ethiopia, Sudan and Eritrea; and political instability and armed conflicts in the Great lakes region. These disasters have contributed to massive population movements over the years that have devastated the livelihoods of a large number of communities and exposed them to vulnerability.

The high prevalence of communicable diseases, e.g. HIV/AIDS, tuberculosis, malaria, cholera, typhoid, and diarrhoeal diseases has placed a huge burden on the health care service delivery in most countries covered by the Eastern Africa regional delegation. Vaccine-preventable diseases such as measles continue to be a major cause of infant mortality. In most parts of the region, poor sanitation and lack of access to safe water is of great concern as an ever increasing number of geographic areas become endemic to water borne and water related diseases.

Political instability and armed conflict continue to be major causes of population movement in the region; the continued conflict in the Democratic Republic of Congo, tension and conflict in the Great Lakes region and the Horn of Africa have resulted in thousands of displaced people crossing borders into Tanzania, Uganda and Kenya while many others are in their home countries as Internally Displaced Persons (IDP). At present, an estimated 8 million people are either living as refugees or internally displaced persons within the region (Refer to table 2 and 3 below for affected population and other vulnerable groups respectively).

There are several ongoing initiatives to bring peace in some the countries in the region which if successful could bring stability in this volatile region. One among them are talks between the government of Sudan the rebel Sudanese Peoples Liberation Army (SPLA) in which a number of agreements have reached including the historic Machakos Protocol which provides for a six year transition period and a transitional government of national unity. The other is the Somali national reconciliation talks sponsored by the Inter Governmental Authority on Development (IGAD), which have seen the parties draw up a draft charter

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recommending a federal system of government in Somalia. However, a walk out by some faction leaders delayed the conclusion of the process in which a new transitional government was expected to be installed by August 2003. The Ethiopia - Eritrea peace process has entered a critical phase of the physical demarcation of a 1000km long common border between the two countries. Implementation of the demarcation which began in July 2003 is progressing steadily under close supervision by the United Nations. (Source: OCHA regional support office for Central and East Africa; statistics as of March 2003).

Table 2: Affected population in the region

Country	Internally Displaced Persons (IDP)	Refugees	Total Affected Population
Djibouti	34,550	34,787	69,337
Eritrea	58,180	3,572	61,752
Ethiopia	188,320	133,486	321,806
Kenya	340,000	216,629	559,629
Somalia	268,470	N/A	268,470
Sudan	4,968,412	328,176	5,296,588
Total	5,857,932 up to 6,228,402	719,650	6,577,582 up to 6,948,052

Notes: - Djibouti - 13,451 asylum seekers in Djibouti Ville are included under refugees
- Somalia - IDP figures could be as high as 370,470

Table 3: Other vulnerable groups

Other Vulnerable Groups		
Djibouti	Drought affected general population; HIV/AIDS victims; orphans including HIV/AIDS orphans; children living in prison; street children	65,730
Eritrea	Soldiers for demobilization; returning IDP; returning refugees; drought affected; host families; urban vulnerable; HIV/AIDS victims; expellees in camps	2,203,380
Ethiopia	Political detainees; drought affected; HIV/AIDS victims; HIV/AIDS orphans; street children	14,904,800
Kenya	Food insecure; HIV/AIDS victims; HIV/AIDS orphans; street children; malaria risk	10,050,000
Somalia	Destitute pastoralists; vulnerable urban and rural poor; returnees	871,272 to 971,272
Sudan	HIV/AIDS victims; HIV/AIDS orphans; food insecure; demobilized soldiers	3,901,912
Total		31,997,094 to 32,097,094

Regional Red Cross and Red Crescent Priorities

Movement³ Context:

All national societies in the region have adopted the four core areas in their planning in accordance with Strategy 2010.⁴ It was agreed at the Fifth Pan-African Conference in 2000 that the African national societies would focus on health in line with ARCHI⁵ 2010, scale up HIV/AIDS activities, work on food

³ 'Movement' refers to the International Red Cross and Red Crescent Movement.

⁴ Strategy 2010 is the International Federation's guiding framework for the decade 2000 to 2010. This overall strategy identifies the following four CORE areas as the cornerstones upon which the International Federation will continue to build its collective expertise and reputation: humanitarian values; disaster preparedness; disaster response; and health and care in the community. Refer to <http://www.ifrc.org/who/strategy.asp>

⁵ ARCHI – African Red Cross and Red Crescent Health Initiative 2010 builds on its strength: a Red Cross and Red Crescent presence in each of 53 countries in Africa and, in all, more than 2 million volunteers. The overall goal of ARCHI 2010 is to make a major difference in the health of vulnerable people in Africa. Refer to <http://www.ifrc.org/what/health/archi/>

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security issues, strengthen the capacity of national societies, and strengthen volunteers' management system. These priorities have all been mainstreamed in the programs as outlined below and indicate the role of the Federation in achieving the 'Millennium Goals' and poverty reduction strategies.

In 2002, the board of governors of the Federation adopted the 'Strategy for Change' which elaborates how the Federation secretariat shall effectively support the implementation of the above. The Federation's dual role of providing service and leadership will remain the same, but the way of implementation requires a change. The major emphasis of the plan of action 2004-2007 is strengthening the capacity of national societies and promoting the benefits of working collectively. The responsibilities and structure of the regional delegation have been adapted to these new requirements and its implications are reflected in this four-year plan of action. Where possible and appropriate, the Federation's operational presence in a country will decrease corresponding to the growth of the capacity of the national society. Country presence will further move from a parallel to an integrated structure to enable national societies to implement and make decisions, while the Federation takes an advisory and facilitation role.

As a consequence, the objectives of the regional delegation will focus on:

Strengthening the National Societies

The regional delegation will provide consultancy services for national societies in support of their activities in the areas of health and care; disaster response and preparedness; advocacy and dissemination of humanitarian values; governance/management issues; and volunteers and branch development. These services will be based on request and will be specific and tailor made to strengthening the capacity of the national society.

The second role of the regional delegation will be to exchange knowledge, improve existing concepts and develop new or innovative approaches in cooperation with national societies. The concepts will be introduced and staff trained for their implementation. These activities which usually entail a multi-country approach will also form the basis for nurturing or initiating new cooperation mechanisms with important stakeholders who have a mandate in the same working area as the Movement (e.g. UN, international organizations, international alliances).

The third role of the regional delegation will be to support the improvement of systems in human resources, finances, administration, information technology and logistics in order to increase international connectivity and compatibility with systems commonly used in the Movement. This also includes quality control mechanisms and assisting national societies in setting up and maintaining service standards.

Coordination, Cooperation and Strategic Partnership

The regional delegation will play a central role in the development and maintenance of Country Agreement Strategies (CAS) based on the strategy and policies of each national society. Following the preparation of these documents, the regional delegation will execute its role as a liaison between partner national societies and other donors with the main objective to increase the effectiveness and efficiency of the support to national societies in the region.

The capacity of the RC-NET,⁶ the structure that facilitates cooperation at different levels between the fourteen national societies in the region, will be strengthened. The RC-NET offers not only the opportunity to support the sharing of experiences, inter-regional cooperation and solidarity but also enables the regional delegation to discuss their needs and to better target their programming.

International Disaster Response

It is the first responsibility of national societies to respond to disasters and other emergencies in their own countries. Towards this end, the regional delegation will endeavour to increase their capacity and strengthen their preparedness for disasters as part and parcel of priority as stated above. In addition to this, the regional delegation is always prepared and equipped to immediately take up its responsibility for the coordination of a disaster requiring regional or international response.

⁶ RC-NET - Red Cross Red Crescent Network for East Africa. [<Click here to access RC-NET Terms of Reference>](#)

International representation and advocacy

Nairobi hosts a number of UN agencies including the headquarters of UNEP and Habitat. It houses more than 80 embassies and a number of other international institutions. The existing formal and informal contacts have been used for the development of partnerships with a number of them (UNEP, Youth Alliance, etc.). The regional delegation will ensure sufficient advocacy and visibility at international fora, preferably with the assistance of the host national society in the particular country. The regional delegation will also maintain a modest information unit to deal with day-to-day media contacts.

Governance support

The regional delegation will assist and support the Federation's leadership in the region, in particular the members who have responsibilities in the Federation's Board and Commissions.

Effective management of delegation and support structures

The regional delegation offers office facilities and services to all national societies including bilateral offices. The quality and efficiency of these services will require continuous attention to respond to the evolving involvement of the partner national societies in the region. A strengthened Africa Regional Finance Unit (RFU) and Africa Regional Reporting Unit (RRU) will assure the accountability of the activities of the regional delegation. The opening of the Africa Organizational Development Unit (ODU) is being considered.

All Federation offices with the exception of the regional delegation are – wherever possible - located in the premises of the host national societies.

Communication and information technology will receive special attention as the organization increasingly depends on the impact of new technology on its method of working. Cooperation and exchange programmes in this field will be strengthened in order to streamline the linking of systems between national societies.

Priorities per country:

Burundi

A task force has been established to oversee the change process of Burundi Red Cross that aims to guide it towards becoming a well-functioning national society. However, a crisis between the task force and the governance of the society has forced the restructuring process to be altered. Rebuilding the national society' structure will have priority for the coming four years in the face of the huge humanitarian needs in the country.

Comoros

Comoros Red Crescent is foreseen to be admitted as a member of the Movement. With the support of the Federation, the structure of the national society has been strengthened and the coming years will be dedicated to the implementation of HIV/AIDS, water and sanitation, health and disaster preparedness programmes.

Djibouti

The Red Crescent Society of Djibouti was admitted to the Movement in 1986; however, the national society was dormant from 1994 until its re-launch in January 2001. The main priority is to increase the national society's profile in the community by improving the quality of health of the population. Volunteers will be trained in innovative methods of providing health information to a largely illiterate community. Parallel management and governance structures will be strengthened.

Eritrea

Recognition and full membership in the Movement is a high priority for Red Cross Society of Eritrea. However the process faces constraints relating to the emblem issue. Post-war problems, drought and poverty are continuously at stake in the country. The national society will have programmes centred on health, disaster preparedness and branch development.

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Ethiopia

The main priorities of Ethiopia Red Cross Society in the next year will be:

- To continue responding to health and food security emergencies
- Build disaster preparedness capacities at branch level
- Scale up the HIV/AIDS programme and other ARCHI 2010 activities in particular water and sanitation
- Increase efforts to promote and defend Humanitarian Values.

The national society will continue implementing its long-term programmes such as the essential drugs programme that operates thirty two pharmacies, blood banks and ambulance services. Another priority will be the strengthening of branch capacities by developing skills in reporting and volunteer mobilization and management in order to implement programmes that have impact at a community level.

Kenya

The main priorities of the Kenya Red Cross Society will be to continue responding to health and food security emergencies; build branch disaster preparedness capacities; scale up the HIV/AIDS programme and other ARCHI activities in particular water and sanitation; and to increase its efforts to promote and defend Humanitarian Values. Further emphasis will be on health (HIV/AIDS) and disaster preparedness.

Madagascar

The Malagasy Red Cross Society will review its structures and systems and strengthen its management. Health issues including HIV/AIDS and other epidemics will be at the forefront of its programmes, together with poverty reduction and disaster preparedness and relief, especially those related to cyclones.

Mauritius

As set out in the Strategic Plan 2003-2006, the main priorities of the Mauritius Red Cross Society are: to continue developing capacity in disaster preparedness and response; to restructure its first aid programme in line with changing market demands; to develop its capacity in responding to community health needs; and to ensure the necessary human and financial resources to implement its programmes.

Rwanda

Emphasis will be the implementation of the Rwandan Red Cross strategic plan's three priorities:

- To develop programmes that respond to basic community needs and which build capacities and reduce vulnerability.
- The development of a well functioning national society that reinforces capacities at headquarters and branch levels; decentralises its structures and is built on a solid base of self-sufficiency.
- Development of partnerships based on financial support by the members of the Movement and other donors in Rwanda, including the private sector.

Seychelles

The priorities of the Seychelles Red Cross Society set out in its strategic plan focus on strengthening capacity in disaster response, first aid, HIV/AIDS prevention, raising its profile and putting the necessary human and financial resource structures in place to implement programmes. Particular emphasis will be placed on developing structures on the smaller islands of Praslin and La Digue.

Somalia

The Somalia Red Crescent Society will extend its health programmes in the clinics by introducing HIV/AIDS interventions and the ARCHI approach. It will focus its programmes on the extension of disaster preparedness, volunteer's management, branch development and the improvement of financial, administrative and human resources systems. With a breakthrough in the Somalia peace process, the national society's headquarters could move from Nairobi to Mogadishu.

Sudan

The Sudanese Red Crescent continues to face major challenges; recruiting qualified managerial staff at headquarters will be a major priority area through a detailed review of the recommendations of a reform process initiated three years ago. Other key priorities relating to organizational development include implementation and training for a new financial system (NAVISON), developing business partnerships and viable income generating activities and improving the national society's reporting. Further capacity

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building in disaster preparedness/response will continue to address chronic disasters like the seasonal floods and droughts. Improving the health and care will continue with extensive HIV/AIDS education, malaria control, reproductive health education and training and reduction of the morbidity and mortality rate among infants.

If the ongoing peace negotiations succeed, the national society will need to take a lead role in advocating for peace through mobilizing volunteers.

Tanzania

The Tanzania Red Cross national society will strengthen its capacity in refugee relief operation in view of taking over the management of Federation supported operations assisting more than 190,000 refugees in five camps in the Kigoma Region, namely Muyovosi, Mtabila I and Mtabila II camps for the Burundian refugees in Kasulu District, and Lugufu I and Lugufu II camps for refugees from the Democratic Republic of Congo in Kigoma District. Other areas of focus include strengthening the newly established health department, disaster preparedness, branch development, advocacy and local fundraising.

Uganda

The implementation recommendations of the Uganda Red Cross Society's strategic planning process and the results of an analysis of its organizational strengths and weaknesses at central and local level (copies available at the regional delegation and the Sub Regional Office for East Africa)

Strengthening the National Societies

Health and Care

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Background and Achievements/Lessons to date

The African national societies, supported by their respective governments advocated and are committed to the [Ouagadougou Declaration](#) which binds them to identify and prioritize public health issues through ARCHI 2010.

To assist national societies to achieve this goal, the regional delegation supports the national societies to advocate and take a leadership role in speaking out on behalf of the vulnerable communities and influence decision makers on the necessity to protect life, health, human rights and dignity including the fight against any sort of stigma and discrimination.

In line with the Federation's change strategy, the regional delegation health, HIV/AIDS, and water and sanitation (WatSan) programmes were merged into one unit called the Regional Health and Care Unit. The primary purpose of this integration is to create a structure that will better serve the national societies to ensure positive impact upon health of vulnerable individuals and communities.

Using ARCHI 2010 approach, national societies have recruited and trained volunteers through the coaching systems. A lot of progress has been seen in developing strategies for development, which includes networking, capacity building, and recruitment of technical staff. Core departments have been established and strategic plans and policies developed to address HIV/AIDS, WatSan and health. There has been a move from vertical programmes and reinforcement of existing health and care activities in complex emergency operations to ensure cost effectiveness and scaling up. More focus is envisaged in the area of reproductive health and HIV/AIDS programmes for IDP⁷ and refugees.

Over the last two years, there has been a rapid adoption of PHAST⁸ methodology with regards to WatSan in a number of national societies; the PHAST approach will be expanded in the period during 2004-2007 in order to achieve a balance between the 'hardware'⁹ and 'software'¹⁰ components of WatSan. With

⁷ IDP – Internally-displaced persons

⁸ PHAST: Participatory Hygiene and Sanitation Transformation

⁹ 'Hardware' refers to the structural aspect of a project which involves actual implementation of the needs that have been identified e.g. borehole drilling, latrine construction.

¹⁰ 'Software' refers to the planning stage of a project where needs of a community are identified, defined and capacities build in order to promote self-sustainability, ownership.

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regard to long-term strategy, national societies will be supported and encouraged to develop WatSan strategies that will give direction and further promote linkages to the wider health and care strategies. Scaling up of WatSan activities within the integrated approach is planned within the next four years to ensure access to both water supply and sanitation services in line with SPHERE and WHO standards.

The strengthening of the working groups within the RC-NET has provided opportunities for sharing of experiences and lessons learned and scaling up of HIV/AIDS, Tuberculosis (TB) and Malaria interventions. The positive commitment by national societies and Ministries of Health to ARCHI 2010 has created an enabling environment for collaboration in the community health and care interventions, such as vaccination campaigns, home based care and promotion of environmental sanitation using PHAST approach.

The establishment of partnerships between the Federation and other national and international stakeholders (e.g. GNP+¹¹, NAP+¹², WHO, UNICEF) has contributed to a further involvement of PLWHA¹³ and to increased mass measles immunization coverage, household utilization of Insecticide Treated Mosquito nets (ITN) access to care and treatment, and access to safe water and adequate sanitation to the most vulnerable in the communities through country coordination mechanisms and Inter-agency Coordination Committees (ICC).

The regional delegation Nairobi initiated a comprehensive HIV/AIDS workplace programme for its staff and volunteers aimed at providing effective and proactive HIV/AIDS interventions at the workplace. The delegation has expanded this initiative and cascaded it down to national societies in the region by facilitating a capacity development workshop for governance, senior management and HIV/AIDS coordinators; national societies have since developed work plans tailored to their respective countries and cultural environments, and formed a taskforce to enable them direct an appropriate response to HIV/AIDS. Strengthening the institutional capacity of PLWHA networks and associations has resulted in the reduction of stigma through the development and application of “Ambassadors of Hope”¹⁴ principles and approaches.

The Federation is one of the seven member organizations of the alliance of the world's seven biggest youth organizations who have resolved to join forces to counter the HIV/AIDS pandemic among the youth in Africa. Kenya, Uganda, Tanzania, Zambia and Ghana - are part of the pilot programme under the Africa Youth Alliance initiative¹⁵.

Constraints

1. Multilateral funding makes the management and co-ordination of national societies' strategic plans very difficult due to their relative lack of experience with multilateral programmes.
2. Available funds that are earmarked for specific projects do not give flexibility to address national societies' health priorities.
3. Lack of a volunteer management policy has hindered integration of health care activities through organizational development in disaster management and promotion of humanitarian values.
4. Poor flow of information and communication between regional delegation Nairobi and national societies due to language barriers and poor access to information technologies
5. Inadequate skilled personnel in national society health and care programmes.

¹¹ GNP+ refers to Global Network of Persons Living with HIV and AIDS.

¹² NAP+ refers to Network of African Persons Living with HIV and AIDS

¹³ PLWHA – Persons living with HIV/AIDS

¹⁴ Ambassadors of Hope are PLWHA trained to serve as role models, to speak out and advocate for greater involvement of PLWHA (GIPA) within and outside their own countries.

¹⁵ The 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 Federation.

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Lessons learned

- Networking between national societies has provided opportunities for the sharing of experiences that has improved project implementation.
- Establishment of strategic partnerships provides resources for capacity building and scaling up of programmes
- Sound volunteer management is a prerequisite for national societies to scale up existing activities.

The current programme will adopt the following strategies based on lessons learned so as to achieve its goal:

- Integrate health and care components (Public health, WatSan and HIV/AIDS) to further increase networking which will better serve the national societies from the region to ensure impact upon health of vulnerable communities.
- Increase the health and care unit's support and impact upon national societies' programmes and expand its role in resource mobilization (human, material and financial) with national societies. Information sharing and strengthened partnerships will be crucial tools not only to better realize the advantage of the Unit to its clients but also to the network of Federation delegations and national societies' worldwide.
- To ensure relevance in the services provided through effective and efficient use of the available human, material and financial resources.
- The health and care support unit will collaborate with the Organizational Development Unit (ODU) to ensure sound volunteer management policies are in place to promote volunteer retention respectively.
- The regional health and care unit will collaborate closely with the promotion of humanitarian values unit to ensure increased visibility of initiatives, activities, campaigns and programmes through production of videos, posters, features and publications.
- The unit will continue to give support to the regional disaster response teams initiatives under the disaster management coordination programme. The unit will also support the capacity building on national societies' staff through training of the national and branch disaster response teams in the region.

Goal: Support national societies in the region to contribute towards sustainable improvement of overall health of vulnerable communities through provision of quality community based health care programmes.

Objective: Support national societies in the region and consequently vulnerable communities to address their public health needs in a sustainable manner using the ARCHI strategy while at the same time building upon the capacities of national societies to rapidly and effectively address public health needs in emergencies (preparedness and response).

Expected results

1. Technical support within the ARCHI framework has been provided to national societies to scale up health and care initiatives by 2007.
2. Closer coordination and collaboration has been established among national societies through support to the health and care-working group of the RC-NET by 2007.
3. Resources (financial, material and human) have been mobilized for health and care unit core costs and scaling up of national societies' health and care programmes over the four-year period.
4. WatSan is an integral part of health and care in all national societies in the region.
5. Strategic partnership to address the challenges in public health and technical input for national societies have been developed and promoted.
6. HIV/AIDS and reproductive health issues have been integrated in national societies' programmes such as disaster management, organizational development, information, communication and promotion of humanitarian values.
7. Continued support given to the Regional Disaster Response Team (RDRT) initiative.
8. National societies in the region have implemented health-HIV/AIDS workplace policies that include access to treatment for staff and volunteers.

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9. Health and care components (nutrition, community based first aid, WatSan, HIV/AIDS) have been integrated into food security at national level.

Expected Results	Indicators to measure results	Risk / Assumptions	Activities planned to meet results
1. Technical support provided to national societies within ARCHI framework to scale up health and care initiatives by 2007.	-14 national societies implementing expanded health initiatives using the ARCHI strategy by 2007.	- National societies and donors buy into the integrated approach. -National societies' have the relevant technical personnel in place.	1.1 Coordinate and support national societies in designing and scaling up of sustainable gender balanced health and care programs targeting vulnerable communities. 1.2 Train national society health and care staff (Health, HIV/AIDS and WatSan) to adapt and apply ARCHI tool kits and PHAST at community level 1.3 Support national societies to integrate access to treatment of opportunistic infections e.g. TB, PCP, including ARVT and complementary therapies and interventions for OVC ¹⁶ through strategic partnerships collaboration 1.4 Support national societies to evaluate IHCP projects for the purpose of experience sharing and impact measurement.
2. Closer coordination and collaboration among national societies established through support to health and care working group of the RC-NET by 2007.	- Better programming through information sharing among national societies. - Increased visibility and impact of health working group in the region.	Health working group receives adequate support from national societies.	2.1 Coordinate flow of information among national societies and donors. 2.2 Mobilise resources to support the health-working group. 2.3 Coaching of the Regional health-working group in collaboration with regional disaster management.
3. Resources (financial, material and human) mobilized for health and care support unit and for scaling up of national society health and care programmes over the four-year period.	-14 national societies have adequate and competent core staff for health and care programmes by 2007.	Partner national societies and bilaterals support implementation of IHCP.	3.1 Contribute to national society resource mobilization through development of tools and strategies for fund raising 3.2 Feed into the regional delegation Nairobi information department with material for public media relations to profile activities. 3.3 Recruit one additional staff for HIV/AIDS to beef up the regional health and care support unit.

¹⁶ TB: Tuberculosis; PCP: Pulmonary Pneumocystis Carinii Pneumonia; ARVT: Anti-retroviral Treatment; OVC: Orphans and other vulnerable children (made vulnerable by HIV/AIDS).

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Expected Results	Indicators to measure results	Risk / Assumptions	Activities planned to meet results
4 WatSan is an integral part of health and care in all national societies in the region by 2007.	- Six national societies (Tanzania, Kenya, Sudan Eritrea, Ethiopia and Rwanda) adopt WatSan strategies, which are incorporated into national society health and care strategies. -WatSan projects meeting WHO/ SPHERE standards.	4. There is a demand by the national societies to integrate WatSan activities to the overall integrated health and care programme.	4.1 Support development and adoption of national society WatSan strategies. 4.2. Facilitate specific formal and informal WatSan training in hardware and software (PHAST) to national society staff and volunteers.
5. Strategic partnership to address the challenges in public health and technical input for the same are developed and promoted.	-national societies and regional delegation Nairobi have improved working relationships with key partners (WHO, UNHCR, partner national societies, etc.) -Memorandum of Understanding (MoU) developed and signed among partners to address challenges in public health.	- The National societies are seen as credible partners and accepted by other stakeholders.	5.1 Participating in national and regional workshops with partners to discuss and share experiences on policy and strategy 5.2 Support national societies to develop and implement strategies to reduce stigma and discrimination through strategic partnerships with PLWHA, Community Based Organizations and relevant government institutions. 5.3 Support national societies to participate in existing country co-ordination mechanisms and Inter-agency Coordinating Committees.

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Expected Results	Indicators to measure results	Risk / Assumptions	Activities planned to meet results
6. HIV/AIDS and reproductive health (RH) issues integrated in national society programs such as disaster management, organizational development (OD), information, communication and promotion of humanitarian values.	-Over four years 8 national societies (Sudan, Somalia, Kenya, Uganda, Tanzania, Rwanda, Madagascar, Seychelles) implement RH/STI/HIV/AIDS activities within their disaster management and Organizational Development programmes. -Over four years 14 national societies will integrate RH/STI/HIV/AIDS information in their communication and promotion of humanitarian values.	- All 14 national societies have disaster management, Organizational Development departments and are willing to integrate STI/RH/HIV/AIDS programs.	6.1 Support national societies to integrate HIV/AIDS and reproductive health interventions in programmes such as organization development, information, communication and promotion of humanitarian values through capacity building. 6.2 Support the national societies to initiate integrated health and care programs in refugee camps and Internally Displaced Persons (IDP) focusing on reproductive health, HIV/AIDS, sexually transmitted infections.
7. Continued support given to the Regional Disaster Team initiative by the Regional Health and Care support Unit	- Health and care human and material resources are maintained and deployed when required under the coordination of the Disaster Preparedness (DP) programme.	-Donor support	7.1 Contribute to the Regional Disaster Response Team (RDRT) and regional emergency health working group register for deployment. 7.2.Support the national societies to work with the RDRT team in facilitating and incorporating health needs assessment in acute and chronic emergencies 7.3 Support national societies in human resource capacity building of national and branch disaster response teams in collaboration with Regional DP.
8.national societies in the region have implemented Health-HIV/AIDS workplace policies that include access to treatment for staff and volunteers	-Over four years, all 14 national societies have comprehensive workplace policies and programmes in place. -Access to treatment including ARVT for staff and volunteers implemented by 2007.	-In-country policies that support access to ARVT.	8.1 Support national societies to design and implement HIV/AIDS health workplace policy i.e. for insurance, vaccinations, accidents, First Aid, violence, access to ARVT and sexual harassment in collaboration with HR department. 8.2 Support national societies to initiate dialogue with health management organizations and health care providers for comprehensive medical care for staff and volunteers including access to ARV.

Expected Results	Indicators to measure results	Risk / Assumptions	Activities planned to meet results
9. Health and care components (nutrition, Community Based First Aid (CBFA), WatSan, HIV/AIDS) are integrated into food security at national level.	-14 national societies have policy documents that integrate health and care issues into food security by 2007. -14 national societies implementing integrated health and food security programs based on early warning systems and disaster management strategies by the year 2007.	-National societies will put in place disaster management strategies that integrate health and care components.	9.1 Support national societies to integrate health and care components in existing food security programs. 9.2 Support national societies to monitor and evaluate integrated food security programs.

[<Click here to access the Logical Framework Planning Matrix document for Regional Health and Care>](#)

Disaster Management

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Background and Achievements / Lessons to date

The Federation's disaster preparedness programme in the region began in 1993. In the past, there was an artificial barrier between disaster preparedness and disaster response, which were implemented as two separate programmes. This led to inconsistency both in response and capacity building. The philosophy behind the current disaster preparedness and response programme since 2000 is to fully integrate both functions and to maintain the delicate balance between preparedness and relief components.

To implement and field test the Federation's change strategy, logistics, procurements, telecom and transport have been integrated in disaster preparedness and response activities within the new disaster management department. Preparedness and emergency response plans of the other regional programmes especially health and care, promotion of humanitarian values, and organizational development units are integral parts of the disaster preparedness and response approach.

A ten year disaster preparedness and response strategy framework was prepared together with the national societies in 2000 to focus the regional disaster management programme in line with a 1997 evaluation recommendation. This framework proved to be a useful tool during 2000-2003 to focus the programme both at regional and country level and in networking with other key organizations. In order to meet the humanitarian demands resulting from challenges facing the region. The regional disaster management programme will, during 2004-2007, continue to work closely with national societies based on:

- (i) Disaster risk profile
- (ii) National society commitment and interest
- (iii) National society capacity.

These challenges are food security, cyclones and seasonal floods, lack of disaster policy/plans and conflict/population movement. Currently only five governments and national societies (Uganda, Ethiopia, Rwanda, Seychelles and Kenya) have disaster management policy frameworks that specify roles and responsibilities, and focus on internal and external efforts to respond to and reduce disaster risks.

The geographical focus of the appeal will continue to be on selected national societies based on the above criteria to achieve a greater impact building on the experience of Federation/DFID¹⁷ Partnership in the

¹⁷ DFID – Department for International Development (U.K. Government)

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region. In addition, all the fourteen national societies will benefit from regional capacity building component (membership of the regional technical groups, regional training) knowledge sharing component (annual meetings, regional exchanges, support to establish national and branch disaster response teams) and other technical assistance. The programme will focus on existing national society programmes, competencies and expertise; first aid, primary health care, public awareness campaigns, and camp management.

The disaster preparedness components of the various regional programmes are integral parts of this appeal. To this effect a regional disaster task force, including the regional disaster management, health and care, logistics, information, finance and reporting units was established and functioning effectively since 2001. This is a crucial practical step towards integration of relevant regional programmes to achieve better preparedness and response. The task force meets regularly to discuss all disaster response related matters, analyze the implementation and share the lessons learned.

This programme will be implemented in close cooperation with governmental authorities, various regional and national institutions and agencies. Close links have been maintained with ICRC, UN agencies (especially OCHA and UNHCR) and NGOs on contingency planning. For food security, close links are being established with the FAO Food Security Assessment Unit, WFP, CARE, USAID and the OFDA-Africa Region Office.

The strategy will build up collective national society competencies, skills, experience and knowledge through the five working groups established during 2000/02 under the leadership, guidance and direction of the RC-NET. These working groups are:

1. Regional Disaster Response Team;
2. Working Group on Food Security;
3. Working Group on Vulnerability Capacity Analysis and Disaster Preparedness Policy/Plan;
4. Working Group on Political Disturbances and Population Movement; and,
5. Working Group on Cyclones and Seasonal Floods.

The five Working Groups are reinforced annually, building on positive experience to address their weaknesses. Copies of their terms of reference and concept sheet are available upon request.

The focus during the period 2004-2007 is to put up similar structures and longer-term strategic frameworks at sub regional, national and local levels. To this effect, national society disaster management Strategy 2010 frameworks have been prepared in Ethiopia, Kenya, Somalia and Sudan. An integrated framework for the Lake Victoria partnership - a twenty year initiative for Kenya, Uganda and Tanzania - is in process with the support of Swedish Red Cross. This initiative will eventually expand to include Rwanda and Burundi.

The new regional disaster management programme will entail more joint planning of relief operations and transfer of skills, knowledge and expertise using the various working groups. In-service learning and training with other agencies such as WFP, CARE, and OXFAM etc is being explored, especially at country level. National society disaster preparedness and relief officers are being linked to training programmes of other agencies (government, UN agencies, other NGOs).

All fourteen national societies will participate in regular annual cross-border cooperation and planning meetings. During these meetings, a plan of action will be prepared for the following year, the regional disaster management Strategy 2010, will be reviewed and updated and priority national societies chosen. All regional technical delegates and programme officers will take part in these meetings.

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Key Achievements, 2000 to 2003:

1. Clear regional 2010 focus, and five regional working groups established and in operation.
2. The Eastern Africa Red Cross/Red Crescent Network is providing the overall guidance direction, and a high level of national society ownership
3. Regional food security and country level strategies and programmes established in Eritrea, Ethiopia, Uganda, Kenya, and Sudan
4. The Indian Ocean sub-regional disaster management strategy is in place since 2000 and useful to national societies in the sub region
5. Sub regional contingency plan and training on SPHERE in the Great Lakes region
6. A partnership between the Federation and DFID for risk reduction in the region established and implemented in Sudan, Rwanda and Ethiopia.
7. A partnership of Federation/UNEP/ProVention on environmental disasters (drought and floods) has been initiated
8. Vulnerability Capacity Assessment (VCA) and contingency planning have been conducted in Sudan, Kenya, Rwanda and Ethiopia.
9. Harmonization with ICRC on conflict preparedness at regional and country levels (Rwanda, Ethiopia, Sudan, Kenya, Uganda)
10. Starting the process of disaster preparedness policy plans in Kenya, Uganda, Rwanda, Sudan, Ethiopia, Seychelles and Eritrea.
11. Contingency plans for presidential elections have been developed and applied in Uganda (2001), Kenya elections (2002), and Rwanda 2003.
12. All national societies in the region except Djibouti have disaster preparedness programmes and Kenya, Uganda, and Ethiopia have clear strategic frameworks and structure.
13. Logistics and telecommunications support continues to be provided to national societies in the region including emergency operations for the Rwanda volcano, Ethiopia and Eritrea droughts and Sudan floods.
14. Five logistics training workshops have been conducted in the region.

Lessons learned and the way forward 2004-2007

1. Regional preparedness is good but cannot replace preparation at sub regional, national and local levels; during 2004-2007 the focus will be to build capacities at these 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 during 2004-2005 and eventually in the Horn of Africa for food security during 2006-2007
2. Partnerships, such as DFID, provided consistent resources and helped to build a more solid regional experience in disaster preparedness. More partnerships, funding and networking with different agencies will be strengthened with UNEP, OCHA, FAO, USAID/OFDA, DFID);
3. There is good national society support for the process of handing over disaster management responsibilities through the RC-NET and the five working groups in line with the Federations' change strategy.
4. It was wise to focus the need to strengthen the five working groups on the four core areas at country level through appropriate country, regional and international opportunities (exchange, training, exposure with other agencies) and to use the working groups through deployments at country level.
5. There is a vacuum in disaster policy and plans both at national society and government level Work will continue to lobby government authorities and to clarify national society roles in Rwanda, Sudan, Ethiopia, and Seychelles during the appeal period.

Goal: To support the capacities of national societies in terms of human resources, materials, systems, procedures, information and partnerships at regional, sub-regional, country and local levels to predict and prevent disasters, to mitigate their impact and to respond and cope with their consequences.

Objective: To strengthen and support appropriate national society capacities in order to provide quality response services to vulnerable communities against common disasters facing the region (food security, political disturbances and population movement, cyclones and seasonal floods; lack of Disaster Policy Plan/Vulnerability and Capacity Assessment).

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Expected Results

1. Federation and national society food security capacities to establish food security programmes at national, sub-regional and regional levels have been improved for Ethiopia, Tanzania, Uganda, Kenya, Rwanda, Sudan and Eritrea by the year 2007
2. The readiness for political disturbances and population movements has been improved (in Tanzania, Rwanda, Uganda and eventually Burundi by 2007) through developing contingency plans at national, sub-regional and regional levels.
3. The preparedness for seasonal floods and cyclones at national, sub-regional and regional levels has been strengthened in Sudan, Kenya, and Seychelles by 2007.
4. Vulnerability and Capacity Assessment (VCA) analysis for disaster preparedness plans in Rwanda, Sudan, Ethiopia, Tanzania, Eritrea, and Seychelles have been undertaken; lobbying with the government and UNDP to establish disaster preparedness policy plans at country levels in Seychelles, Rwanda, Tanzania and Ethiopia has been done.
5. Improved knowledge sharing, capacity building and skills transfer has been achieved for all 14 national societies by 2007.
6. Integration of disaster preparedness and response with other regional programmes (health and care, organizational development and promotion of humanitarian values units) has been done by 2007
7. Networking has been improved with external key organizations e.g. government, UN agencies and NGOs.
8. Co-ordination, training and technical support have been improved to increase national society capacities in logistics to enhance self-reliance in procurement, warehousing, fleet management, and logistics relief
9. Information technology and telecommunication co-ordination, training and technical support has been undertaken to enhance national society self-reliance in information technology and telecommunication (annual event).

Expected Results	Indicators to measure Results	Risks/assumptions	Activities Planned to meet results
1. Improved Federation / national society's food security capacities, to establish programmes at national, sub regional and regional levels.	1.1 Number of national societies utilising the Eastern Africa food security framework to improve on their programmes.	1.1 Good cooperation at all levels, within Red Cross/Red Crescent and with other agencies	1.1 Establish food security programmes in priority countries, Eritrea, Tanzania, Uganda, and Kenya and follow up DFID/Federation programmes in Rwanda, Sudan and Ethiopia. 1.2 The working group on food security/ regional disaster response teams will be the technical and operational links between regional, national and branch level food security projects.

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Expected Results	Indicators to measure Results	Risks/ assumptions	Activities Planned to meet results
2. Improved readiness for political disturbances and population movement by developing contingency plans at national, sub regional and regional levels.	2.1 Number of contingency plans prepared per year.	2.1. Adequate, stable and timely funding and full commitment, interest and active engagement from RC-NET	2.1. Preparation of contingency plans for priority countries closely with the ICRC.
3. Strengthened preparedness for seasonal floods / cyclones at national, sub regional and regional levels	3.1. The Indian Ocean sub-regional team is functioning and able to provide appropriate response to cyclones and seasonal floods across the region.	3.1. French Red Cross sub regional (Indian Ocean Islands, PIROI ¹⁸) support continues.	3.1. Review Floods and Cyclones operations and preparation of contingency plans for prioritized countries (Sudan, Kenya Seychelles) 3.2. Deployments of regional disaster response teams and the Indian Ocean Island team deployments across the region for technical support.
4. Vulnerability and Capacity Assessment analysis and Disaster Preparedness Policy Plans are developed at country levels	4.1 The Working Group on VCA/Policy Plans provides appropriate support to national societies.	4.1 Good cooperation and joint planning with other partners.	4.1 Good cooperation from other key partners, especially governments and UNEP
5. Improved knowledge sharing, capacity building and skills transfer.	5.1 National society Disaster Preparedness and Relief officers, RC-NET and ICRC commitments. 5.2 Report, brochures, new release	5.1 Consistent sources of funding for this forum.	5.1 Annual planning meeting, 5.2 Training of more national societies Officers to increase the membership and availability of the five regional working groups.
6. Improved integration of Disaster Management with other regional programmes	6. Integrated programmes are developed at regional level: 6.1. Production of quality Disaster Management publications, articles videos and media coverage by the Regional Information Unit.	6.1 Donors are flexible and provide un-earmarked funds for joint programming. 6.2 Commitments / willingness from programme Heads/Staff.	6.1 Joint trainings of all programmes (Regional, National and Branch level disaster response teams) and integrated Task Force providing joint technical support/advice 6.2. Produce quality Disaster Management publications and media coverage by the Regional Information Unit.
7. Improved networking with external key players	7.1 National societies, Federation. Country and regional delegation attend Inter -Agency Information Exchange Meetings.	7.1. OCHA active and willing to coordinate.	7.1. Improved updates and information sharing. 7.2. Red Cross actions in humanitarian crisis documented and sharing of regional Early Warning Information

¹⁸ PIROI - Plate – Forme d’Intervention Régionale Océan Indien

Expected Results	Indicators to measure Results	Risks/assumptions	Activities Planned to meet results
8. Improved Logistics co-ordination, training and technical support to enhance national society's self-reliance in procurement, warehousing, fleet management and logistic relief.	8.1 Regional Disaster Response Teams with strong logistic capacity.	8.1 Availability of funds. 8.2 National society' officers' commitment and suitability.	8.1 Direct support to national society/Federation relief operations in the region and support priority national societies to strengthen their logistics capacity.
9. Improved Information technology and telecommunication Co-ordination, training and technical support to enhance national societies self-reliance in Information Technology and telecommunication	9.1 National societies with strong Information Technology and Telecommunications capacities.	9.1 Availability of funds.	9.1 Conduct one regional Information Technology and Telecommunications training, conduct field trips to upgrade/establish systems, provide high level support to priority national societies.

[<Click here to access the Logical Framework Planning Matrix document for Regional Disaster Management>](#)

[<Click here to access the 2010 DP/R Strategy Framework>](#)

[<Click here to access the Final Planning Matrix \(timeline\) document for Regional Disaster Management>](#)

Humanitarian Values

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Background

National societies in the East African region and the Federation have the responsibility of developing the skills and potential of their information and communication units to respond to emergency situations, diminish the impact of disasters on vulnerable groups, promote tolerance and reduce the stigma and discrimination surrounding those living with HIV/AIDS.

The RC-NET has put this item high on their agenda during 2003. This builds on similar commitment made at the 3rd annual regional partnership meeting held in Nairobi in June 2002 that advocacy, promotion of Red Cross Red Crescent principles, humanitarian values, public awareness and fundraising remain a high priority for all national societies in the East Africa region.

At regional level, an excellent working relation with the ICRC counterparts has facilitated a coordinated approach by the Movement in the field of communication, dissemination and promotion of humanitarian values. In advocacy and promotion of humanitarian values, disasters are and must be used as an opportunity for standing up for the most vulnerable.

The promotion of humanitarian values unit at the Federation will develop co-ordination, assistance and coaching activities to strengthen the communications forum, a regional network of national societies' communications officers. Besides ensuring professional activities at national level, the aim is to provide a regular flow of information between national societies, the regional delegation and the strategic communications unit of the Geneva secretariat.

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Based on their performance at national level and their involvement in regional activities, national society information officers will attend Regional Disaster Response Teams (RDRT) training. They will be assisted and guided to develop and conduct activities linked to Federation advocacy priorities such as reducing stigma and discrimination against persons living with HIV/AIDS. Thirdly, national society information officers will be given opportunity to join the Regional Information unit to work on regional projects and gain more exposure and confidence in their capacities.

Global events such as the World Red Cross Red Crescent Day, World AIDS Day, World First Aid Day and the launch of the world disasters report will continue to be promoted appropriately. Regional programmes and activities, especially the cross-border ones and corporate partnerships, will continue to be highlighted and receive media coverage in case of disasters.

Achievements to date

Perhaps the most notable achievement during the past year is the creation of a regional communications forum task force composed of information officers from Uganda, Rwanda, Kenya and Tanzania Red Cross Societies. A meeting convened in August 2003 by the Regional Information delegate and the ICRC cooperation delegate provided ground for identifying ways of making the forum a more active network for the promotion of Red Cross Red Crescent principles and humanitarian values.

The meeting confirmed the need for close support from the regional information unit in managing the network; trainings; participation in the RDRT as a basis for emergency deployments; and in accomplishing the objectives of the four-year plan as outlined in this document. The task force also called for the regional communications forum to meet on regular basis beginning February 2004.

The regional information unit contributed to increase the visibility of many national societies; eleven out of fourteen national societies received support to their emergency response activities: Comoros (strong winds and floods), Madagascar (cyclone and floods), Ethiopia (drought and floods), Eritrea (drought), Kenya (First Aid, Mombassa bombing, measles campaign and floods), Rwanda (measles campaign), Seychelles (strong storms and floods) Somalia (health care and First Aid), Sudan (floods), Uganda (assistance to refugees and internally displaced), Tanzania (refugee assistance).

Other regional activities such as - but not limited to - corporate partnerships in the field of combating HIV/AIDS - with the International Youth Alliance, NAP+, GNP+; disaster management - with ProVention and UNEP; international branch twinning; and the Lake Victoria Partnership received regional and international coverage.

News releases, information bulletins and feature articles covering both emergency disaster response and development activities were issued and published on the Federation's web site with the co-operation of the secretariat's media service. Virtually every one of these offered the grounds for briefings and interviews with national, regional or international media. Many documents were quoted or, partially or entirely, hosted by other reputable web sites such as the Integrated Regional Information Network (IRIN), the UN Relief Web, the Reuters AlertNet and the Pan African News web site (PANA press).

The regional information delegate facilitated a session on promotion of humanitarian values during an RDRT training held in Ethiopia in 2003 and also did the production of the training report. Other publications made include regional disaster preparedness and response Strategy 2010 and the Lake Victoria Initiative. A series of media trainings were also provided during leadership and youth trainings at the Kenya Red Cross.

Global events such as the International Water Day, the World Red Cross Red Crescent Day, World First Aid day and the World AIDS day also received more coverage. The regional information unit supported the regional delegation's efforts towards effective representation and advocacy during the United Nations Habitat International Conference, which took place in Nairobi, Kenya, in July 2003.

The International Federation's presence at the global Aid and Trade meeting, held in Nairobi in July 2003 was also highlighted. The regional information unit also facilitated the promotion of national societies during the International Conference on AIDS and Sexually Transmissible Diseases (ICASA), held in

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Nairobi, Kenya, in September 2003, as well as at the International Conference on HIV and AIDS, organized by the GNP+ and NAP+ in Kampala, Uganda, in October 2003.

Lessons learned

During most of the past appeal period the regional information unit functioned with only one resource person - the regional information delegate. Although a qualified journalist, the regional information officer recruited early 2003, did not adapt to the work rhythm of the unit and left the delegation only three months later. This situation lasted with its inherent stress and difficulties and was partially eased with the recruitment of an additional information delegate in June 2003 whose task was to support the promotion of the activities and events of the HIV/AIDS department, which greatly improved its visibility.

Based on the commitment of the RC-NET and the Federation's Strategy 2010, the regional delegation will gradually strengthen its information unit and concrete steps will be taken towards supporting the development of national society information units. The integration of the humanitarian values component into every regional and national programme will contribute not only to harmonize planning but to better promotion as well.

While training and coaching of counterparts will remain a constant activity, the response to emergencies will not be neglected. Staff on loan-type of training for national societies' information officers will be intensified as well as hands-on training during field visits by the regional information delegate. Media relations and advocacy will be intensified in the RDRT training and more places open to members of the information network. Deployment will be formalized to match those regulating relief, water and sanitation, logistics and health. The regional information unit will be available to provide ad-hoc training to national societies upon their request.

The regional information unit will continue to support delegation's efforts of ensuring effective representation and advocacy and will include high quality publications.

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

Objective: The Regional Information Unit developed the potential of the Communications Forum to respond to humanitarian emergencies; increased the capacity of its national societies to promote Red Cross Red Crescent Principles and Humanitarian Values in the Eastern African region; increased tolerance, and reduced vulnerability through anti-stigma and anti-discrimination campaigns.

Expected Results

1. The development and capacity building of national society information units to meet minimum technical, professional and human resources standards, as approved by RC-NET has been completed.
2. Cooperation between national society information units on bilateral, sub regional and regional level has been formalised.
3. Red Cross Red Crescent responses to emergencies have been professionally promoted and received appropriate coverage at national, regional and international levels.
4. Red Cross Red Crescent campaigns, events and regional programmes have been given consistent visibility through an integrated, well-structured approach.
5. The cooperation with the ICRC in the field of dissemination and promotion of humanitarian values has increased.

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Expected results	Indicators to measure results	Risks/ Assumptions	Activities planned to meet results
1. The development and capacity building of national society information units to meet minimum technical, professional and human resources, standards, as approved by RC-NET, has been completed.	<ul style="list-style-type: none"> - Federation web site Communication Forum meeting minutes - reports - donor and corporate partners feed back - RDRT evaluation and report - regional information delegates and officers in place with adequate technical equipment - improved quality of RIU products and speed of delivery 	<ul style="list-style-type: none"> - counterparts and leadership commitment - RC-NET and donor support - no emergencies occur to divert resources from planned activities - budget coverage and partner national society commitment to cover regional information delegates and officers costs 	<ul style="list-style-type: none"> 1.1 Communication task force creates a proposal of minimum technical, professional and human resources standards for national societies' information unit. 1.2 Staff on loan assignments to the regional delegation for 2 counterparts every year. 1.3 Counterparts contribute regularly with articles and images towards the regional delegation publications and Federation's web site: 2004 – 3 national societies, 1.4 Counterparts attend training and are members of the Regional Disasters Response Team: 2004 – 3 counterparts, 1.5 The human and technical capacity of the regional information unit and national society information units is improved.
2. Cooperation between national society information units on bilateral, sub regional and regional level has been formalised.	<ul style="list-style-type: none"> - Cooperation policy exists and is regularly revised (e.g. Terms of Reference in case of cross border emergencies/ RDRT deployments) - Customised job descriptions for counterparts 	<ul style="list-style-type: none"> - funding for the Communications Forum meetings - counterparts respect adopted plans and take initiative - RC-NET leadership support 	<ul style="list-style-type: none"> 2.1. Annual meetings of regional Communications Forum. 2.2 Cross border networking between counterparts. 2.3 Coaching visits by regional information delegate to selected countries
3. Red Cross Red Crescent responses to emergencies have been professionally promoted and received appropriate coverage at national, regional and international levels.	<ul style="list-style-type: none"> - news releases, articles, photographs, interviews - Federation web site - IRIN, Reuters AlertNet web sites, etc. - donors response to emergency appeals 	<ul style="list-style-type: none"> - regional information unit has sufficient human, technical and financial capacity to respond 	<ul style="list-style-type: none"> 3.1 Rapid intervention/deployment of the regional information unit in case of emergencies. 3.2 Timely and accurate coverage of RCRC response.

Expected results	Indicators to measure results	Risks/ Assumptions	Activities planned to meet results
4. Red Cross Red Crescent campaigns, events and regional programmes have been given consistent visibility through an integrated, well-structured approach.	<ul style="list-style-type: none"> - articles, news releases, publications, videos are produced as outlined in programme plans - Competition awards - Campaigns coverage at national and regional levels - feed back from participants in technical training 	<ul style="list-style-type: none"> - counterparts and leadership commitment - RC-Net and donor support - no emergencies occur to divert resources from planned activities 	<ul style="list-style-type: none"> 4.1 National society counterparts participate in writing/photo competition 2004/2005, 4.2 Integrated implementation of promotion of humanitarian values campaigns: 2004 – 3 national societies (i.e. HIV/AIDS Anti-Stigma campaign, World AIDS day) 4.3 Technical training for regional units (use of digital camera, etc.) 4.4 Lake Victoria Initiative; 4.5 RDRT report publication; 4.6 World Red Cross Red Crescent Day - 8 May; 4.7 World Disaster Report launch; 4.8 Health campaigns (measles, malaria, etc); 4.9 World First Aid day; International Water Day
5. Cooperation with the ICRC in the field of dissemination and promotion of humanitarian values has been increased	- ICRC dissemination kit	<ul style="list-style-type: none"> - funds availability - no unexpected situations occur to divert resource from planned activities 	<ul style="list-style-type: none"> 5.1 Existing (ICRC) dissemination tools used in the region are completed with elements developed by the regional information unit - 2004 - HIV/AIDS element, - 2005 – water and sanitation element - 2006 – food security - 2007 – population movements

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Organizational Development

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Background and achievements to date

The Regional Organizational Development programme serves to link, advice 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 bilateral partner national societies operating in the region. The programme serves to catalyse support within African national societies and by partners for national society organizational development, which underpins effective programme delivery. Focusing on leading change in a planned manner, the programme places considerable emphasis on Strategic Planning as the starting point for organizational development. During the organizational diagnosis which is an essential part of strategic planning processes the importance of issues such as responsible governance, accountability, statute revision, 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.

Following the phasing out of the Organizational Development Delegate (Anglophone countries) and the Finance Development Delegate, there was only one Organizational Development Delegate based at the Regional Delegation from early 2003. The Delegate maintained support to the Indian Ocean national societies and Djibouti, providing occasional technical support to Anglophone national societies and more consistent support to the Somali Red Crescent. Many of the same challenges faced in 2003 prevail. An integrated approach linking relief and development does not occur with sufficient frequency. This prevents some national societies from having a long term perspective in planning programmes. Some national societies have achieved neither an adequate Governance/Management balance nor a functioning statutory

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succession system; some are averse to serious integrity issues. The lack of a sufficient branch structure and/or decentralization system prevents many of them from working sufficiently closely 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 some require considerable assistance in the areas of financial management to enable them to meet standard requirements.

As the establishment of the Sub-regional offices for the Horn of Africa and the Indian Ocean is phased in, the regional OD Programme will provide technical support to Heads of sub-offices until the required human resources have been identified to facilitate the achievement of sub-regional national society objectives. During the first half of 2004 the OD Delegate will provide technical backup to the establishment of the Indian Ocean Sub-regional office. (All Indian Ocean Sub-Regional Strategies and Objectives 2004-2007 are set out in a separate Appeal document). Support will also be given to the national societies of the Horn, Burundi and Tanzania for specific initiatives. By mid 2004 the Regional Delegation will assess whether the Sub-regional offices have been sufficiently well established to permit a phasing out of the Regional Organizational Development Programme at the end of the year. If this is the case the Expected Results in the Regional Organizational Development Programme will be transferred to the relevant 2005 country Logical Framework Planning Matrices (LogFrames).

Goal: Red Cross and Red Crescent Societies maintain a high profile in responding to the needs of the most vulnerable

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

Expected Results

1. National society Statutes are revised and applied, in conformity with Federation guidelines, in Sudan and Somalia by 2007.
2. Integrity issues are addressed in Burundi, Sudan, Somalia and Tanzania by 2007
3. Human Resource policies are in place in Ethiopia and Somalia by 2005 and in Burundi, Tanzania and Sudan by 2007
4. ICRC and the Federation have adopted a coordinated approach in their support to national societies, in Ethiopia by 2005, and in Somalia Sudan and Tanzania by 2007.
5. National societies are participating actively in national policy making in Burundi, Ethiopia, Sudan and Tanzania by 2007.
6. Decentralization processes are established in national societies in Burundi, Ethiopia, Sudan and Tanzania by 2007
7. National societies have entered into an increased number of local partnerships in Burundi, Ethiopia, Sudan, Somalia and Tanzania by 2007.

Expected Results	Indicators to Measure Results	Risks / Assumptions	Activities Planned to meet results
1. National society Statutes are revised and applied, in conformity with Federation guidelines, in Sudan and Somalia by 2007.	1. General Assemblies are held and governance rotates.	1. Commitment to implement new practices	1. Coaching and reviewing of draft Statutes documents in Sudan 2004.
2. Integrity issues are being addressed in Burundi, Sudan, Somalia and Tanzania by 2007.	2. External audits are carried out annually and recommendations are implemented.	2. Commitment to implement new procedures effectively.	2. Coaching in the design and implementation of Action Plans in Somalia 2004.

Expected Results	Indicators to Measure Results	Risks / Assumptions	Activities Planned to meet results
3. Human Resource Policies are in place in Ethiopia and Somalia by 2005 and in Burundi, Tanzania and Sudan by 2007.	3. Volunteer and Staff Policies and guidelines are being implemented.	3. Resources to implement effectively	3. Provision of technical advice on implementation and monitoring procedures in Ethiopia, Somalia and Sudan.
4. ICRC and the Federation have adopted a coordinated approach in their support to national societies, in Ethiopia, by 2005 and in Somalia, Sudan and Tanzania by 2007.	4. ICRC and Federation support is compatible with national society Strategic Plans and Cooperation Strategy Agreements.	4. ICRC and Federation strict adherence to Strategic Plan and CAS provisions.	4. Regular consultations and monitoring meetings. Attendance at national society Strategic Plan Review Meeting in Burundi and Somalia.
5. National societies are participating actively in national policy making in Burundi, Ethiopia, Sudan and Tanzania by 2007.	5. National societies invited to contribute to the design of policies affecting vulnerable groups	5. Advocacy skills.	5. Provide technical advice and assist in the design of presentations to policy-making bodies
6. Decentralization processes are established in national societies in Burundi, Ethiopia, Sudan and Tanzania by 2007.	6. Decentralization policies are implemented. Branch Development Plans are in place.	6. Commitment from HQ. - Required Skills	6. Assist national societies in the design implementation monitoring and revision of plans.
7. National societies have entered into an increased number of local partnerships in Burundi, Ethiopia, Sudan, Somalia and Tanzania by 2007.	7. Agreements signed with new partners. Funding diversification	7. Planning and implementation skills	7. Provide technical advice on the design implementation, monitoring and marketing of Strategic Plans.

[<Click here to access the Logical Framework Planning Matrix document for Regional Organizational Development>](#)

Coordination, Cooperation, and Strategic Partnerships

Background and Achievements / Lessons to date

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The increased emphasis on the responsibility for coordination, cooperation and strategic partnerships has forced the regional delegation to review its working modes. Coordination has become a core activity and its importance will increase in the coming years with the changing donor strategies. The coordination role of the regional delegation becomes more vital and will entail:

1. Support to national societies in the region in developing a clear long term strategy
2. To ensure that a Country Agreement Strategy (CAS) is in place for each country
3. To liaise with all donors and interested parties to effectively mobilize resources for the implementation of the CAS.
4. Where necessary or when requested, ensure the availability of technical support from the regional delegation or from elsewhere to guide national societies in developing adequate systems in human resources, finances, administration and reporting.
5. To facilitate information sharing and joint analyses of knowledge among all stakeholders.
6. To intervene and arbitrate in cases where parties do not fulfil their agreements.

Coordination also includes updating progress of all partners regularly and where there are 'gaps' or 'non-delivery', the regional delegation takes initiatives to resolve the problems.

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An increasing number of donors and other stakeholders have established offices in the field and bilateral cooperation is on the increase. Cooperation refers in particular to the cooperation among national societies through the RC-NET. The concept of relying on the available resources in sister national societies within the region is now well accepted. Cooperation includes:

- Regional exchanges for various objectives, including disaster preparedness policy planning, branch development, health strategies, change processes, systems development, long-term planning, etc.
- Working groups on specific issues
- Cooperation with ICRC in accordance with the new guidelines

The strategy for change which includes the transfer of more responsibilities to the regional delegation for the development of strategies and management policies opens a window for the task force of the RC-NET to be more involved in these issues. The agenda of the meetings of the RC-NET task force will be developed accordingly.

Strategic partnerships entail in the first place improving and increasing cooperation with non-Red Cross donor agencies like UNHCR, ECHO, ProVention, OCHA, Youth Alliance, Nestlé, among others. Parts of these new forms of cooperation are the result of global partnerships. Strategic partnerships will however include the development of cooperation with new and non-traditional partners in the region. The regional delegation has made some first steps in this direction in the form of a part-time public health specialist seconded to the delegation by the French Embassy. The development of a project with UNEP in the region will have global implications.

In the period 2004 - 2007 the operational responsibilities the Federation will decrease in favor of responsibilities in the field of coordination, cooperation and strategic partnerships. Following agreed proceedings with the national societies concerned, the Head of Delegation and Federation Delegate positions will be gradually phased out and their coordination role taken over by senior delegates with strong organizational development experience. If need be, operational delegates will continue on a short-term basis for specific projects, but the implementation of the role of coordination, cooperation and strategic partnerships will still be handled by a special delegate.

Three senior delegates are foreseen to progressively implement the goals as stated below and will be assigned to three sub-regions (East Africa, Horn of Africa and Indian Ocean Islands) as elaborated under general services. Their activities in the field of cooperation, coordination and strategic partnerships are further elaborated in the sub-regional planning.

Goal: To establish an effective Coordination and Cooperation role for the regional delegation and the implementation of strategic partnerships in the region.

Objective: The regional delegation's responsibility for coordination, cooperation and strategic partnerships both at regional and sub regional level is acknowledged and supported by all national societies in the region.

Cooperation Agreement Strategies are prepared and used as the basis for a coordinated Movement action to build the capacities and programmes of national societies.

The RC-NET as the cooperation structure for national societies in the region enforces effective inter-regional cooperation and guides the policies and priorities of the regional delegation.

Expected results

1. Experienced delegates responsible for implementing the objectives in three sub regions are in place.
2. CAS documents for all national societies are in place and regularly updated
3. All international and inter-regional cooperation have been properly documented and standard cooperation, service or other agreements are in common use.
4. The RC-NET task force meets regularly and discusses the policies and priorities of the regional delegation.

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Expected Results	Indicators to Measure results	Risks / Assumptions	Activities planned to meet results
1. Experienced delegates are in place and responsible for implementing the objectives in three sub regions.	Sub regional office are in place and covering all countries	Adequate funds and Human Resources	1.1 Gradual employment of Head of Sub-Region in the three sub regions while out-facing of the positions of Heads of Delegations/Federation Representative. 1.2 Coordination with Regional OD, DMC, PC, TM to ensure harmonized process
2. CAS documents are in place and regularly updated for all national societies requiring international assistance.	CAS documents produced and updated in cooperation with the national societies	Cooperation of all national societies involved, other stakeholders and ICRC	2.0 Existing CAS (Uganda, Kenya, Rwanda, Eritrea, Ethiopia, and Somalia) and new ones (Burundi, Tanzania, Sudan, Djibouti, Madagascar, and Comoros) are being implemented and disseminated at sub regional level
3. All international and inter regional cooperation is properly documented and standard cooperation, service or other agreements are in common use	Formal documents on all cooperation activities	Cooperation of all partners involved	3.0 Standard service agreements, MoUs, etc established and negotiated with all parties involved for every project or program.
4. The RC-NET taskforce meets regularly and discusses the policies and priorities of the regional delegation.	Minutes of the RC-NET taskforce	Sufficient resources for expenditures	4.1 Facilitate three to four meetings per year between RC-NET taskforce and regional delegation management. 4.2 Facilitate meetings of Governors of the national society to discuss issues of shared interest in preparation of the Federation General Assembly and Pan-African conference. 4.3 East Africa Partnership meeting to be organised in June 2004 in Nairobi.

Effective Representation and Advocacy

With the adoption of Strategy 2010, the Federation decided to influence the humanitarian agenda and to increase its profile in targeted international organizations and fora. The Delegation has for the last four years been proactive in the region with moderate success. It takes appropriate time to get known to the partners, build up confidence, and eventually establish cooperation or even a formal partnership. A formal partnership agreement has been established with UNEP; putting into action will be an important task in the coming years. Regular contacts are maintained with OCHA, Habitat, Embassies, African Union, NEPAD, among others. The regional delegation will be strengthened in representing the Federation and to have its voice heard at opportunities where key organizations are involved in issues, which touch the mandate of the Federation. The contact with the corporate sector has gradually strengthened over the past two years.

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Goal: Effective advocacy, communications and external relations at regional level

Objective: To increase the visibility and influence of the Red Cross Red Crescent's humanitarian agenda at the regional level and to profile Federation in targeted international organizations, with special focus on disaster preparedness/risk reduction, HIV/AIDS, respect for Red Cross principles/humanitarian values and reducing stigma and discrimination.

Expected results

1. Relevant international organizations and agencies are regularly informed on the work, positions and responsibilities of the Federation and national societies in the region
2. The regional delegation issues position papers on regional subjects in liaison with relevant department in Geneva and Africa.

Expected Results	Indicators to Measure results	Risks / Assumptions	Activities planned to meet results
1. Relevant international organizations and agencies are regularly informed on the work, positions and responsibilities of the Federation and national societies in the region.	Active participation in international meetings, conferences, workshops, etc. Eventrix of regional delegation Update mapping of relevant organizations	-availability of Head of regional delegation (HoRD) and qualified staff or delegates to represent the regional delegation -sufficient resources	1.1 Development and maintenance of a policy document outlining the international organizations and agencies (besides ICRC) with whom to maintain regular and targeted contacts and the added value looked for in those contacts. 1.2 HoRD, delegates and delegation staff participating in meetings, conferences and workshops organized by the selected organizations 1.3 Regular updates of activities of relevant international organizations.
2. The regional delegation issues position papers on regional subjects in liaison with relevant department in Geneva and Africa.	Number of position papers	-adequate coordination with relevant the International Representation unit (Geneva, Nairobi, New York) - support from RC-NET	2.1 Identify and discuss with all stakeholders concerned relevant issues 2.2 Prepare 2 position papers annually

International Disaster Response

A disaster management department has been created at the regional delegation; this reflects the Federation's change strategy of devolving more responsibility for disaster management coordination to the regional level, closer to national societies. This unit has consolidated the existing functions of disaster preparedness, disaster response, logistics, procurement, telecommunications and security under the leadership of a disaster management coordinator replacing the disaster preparedness and logistics delegates. The disaster management department will support national societies when regional or international disaster assistance is required and will closely coordinate with the disaster management coordination department of the secretariat in Geneva. This will allow an improved harmonization between international response mechanisms such as emergency response unit, field assessment coordination team, and regional resources such as regional disaster response teams. When a disaster occurs and an intervention is requested, the disaster management department will coordinate all actions and hand over as soon as possible (within three months) to the national society or other partners and maintains long term operations only in exceptional cases. The disaster management department will work closely with ICRC and OCHA.

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Strengthening the role of national societies to respond efficiently and effectively towards local and small disasters is the core objective of the regional disaster management programme (as part of ‘strengthening national societies’). It includes building up the capacities of national societies’ to respond to disaster within their countries. This also entails building up a core team of national societies’ officers who can be deployed to handle small to medium disasters that exceed the capacity of any individual national society. The regional delegation will build up and maintain a structure able to give immediate support to the national society and to the secretariat in Geneva when a disaster occurs in terms of early warning, preliminary assessments, information, telecommunication, logistics, expertise, coordination with other stakeholders, etc.

The added value of a strong role for the regional delegation in emergencies is not only the leadership role and the coordination of supporting national societies’ interventions; it will also strengthen the management of the media at local and regional level. Further, it will ensure that the gap between relief and rehabilitation is properly bridged and that capacity building is as much as possible included in each international relief operation.

Goal: To respond in an effective and timely manner to rapid, slow-onset and ‘forgotten’ disasters in line with the Seville Agreement and within the capacity of the affected national societies, the regional and the international resources of the Federation.

Objective: To build and maintain capacity at the regional delegation and national societies’ levels to provide effective early warning, disaster assessment and disaster response and coordination at regional and international level with the Secretariat in Geneva.

Expected results

1. Emerging disasters in the region are tracked, key parties provided with rapid and accurate information, and ongoing disaster operations are monitored and key actions taken in a timely manner.
2. Appropriate and timely assessments are implemented and operational planning and appeal preparation providing from the reports. Rapid deployment of RDRT¹⁹ and FACT²⁰ teams in consultation with the Disaster Management and Coordination Division in Geneva.
3. Regional and international disaster response resources such as regional and international human resources, financial and material contributions, ERU²¹, logistical and other technical support, are well coordinated to ensure appropriate level of response.
4. Good coordination maintained with national societies in the region, Disaster Management and Coordination Division and other departments in Geneva, partner national societies, ICRC, UN agencies and other humanitarian organizations.
5. Organization learning maximized through learning reviews and evaluations that lead to high level of accountability and development of procedures and systems for improved disaster response.

¹⁹ RDRT – Regional Disaster Response Teams are a cost-effective regional disaster response support system that is entirely staffed by members of National Red Cross and Red Crescent Societies. The aim of RDRTs is to actively promote building of regional capacities in disaster management.

²⁰ FACT – Field Assessment and Coordination Teams rapidly assess and coordinate humanitarian response to large-scale emergencies. The system is designed to form and deploy teams of highly trained Red Cross and Red Crescent response practitioners to a disaster site within 12 to 24 hours. Refer to <http://www.ifrc.org/what/disasters/fact/>

²¹ ERU – Emergency Response Unit is part of the Federation’s disaster response tools. It provides specific support or direct services when local facilities are either destroyed, overwhelmed by needs, or do not exist. Using a standardized modular system of equipment and pre-trained teams of national society technical specialists, an ERU can be deployed within 48 hours. Refer to <http://www.ifrc.org/what/disasters/eru/>

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Expected Results	Indicators to measure Results	Risks / Assumptions	Activities Planned to meet results
1. Emerging disasters in the region are tracked, key parties provided with rapid and accurate information and ongoing disaster operations are monitored for key actions taken in a timely manner.	1.1 Internal communication with Task Force. 1.2 Timing of alerts on DMIS. 1.3. Information updates issued on time. 1.4 Budget approvals requested on time. 1.5 Expenditure in line with budget.	1.1 National societies provide accurate and timely information. 1.2. Disaster response operations adequately staffed	1.1 Active monitoring of disaster early warning web sites. 1.2 Issuing of alerts by national societies and by Disaster Management Department. 1.3 Issuing of heads up on the Disaster Management Information System. 1.4 Accurate situation updates and narrative and financial reports issued on time. 1.5 Requesting budget approvals, monitoring expenditure against budgets.
2. Appropriate and timely assessments are implemented providing quality reports, operational planning and appeal preparation. Rapid deployment of Regional Disaster Response Teams and FACT teams in consultation with the Disaster Management and Coordination Division in Geneva.	2.1 Rapid deployment of appropriately staffed teams. 2.2 Quality assessment reports, operational plans and appeals. 2.3 Appreciation of donors and high level of financial support.	2.1 Availability of quality personnel in the region. 2.2 national society support 2.3 Funding available for team deployment.	2.1 Regional Disaster Response Teams put on alert. 2.2. Mobilization of teams. 2.3 Review of assessment reports, operational plans, appeals and budgets. 2.4 Coordination with national societies and Disaster Management and Coordination Division in Geneva. 2.5 Co-ordination of Regional Disaster Response Teams with FACT teams.
3. Regional and international disaster response resources, such as regional and international human resources, financial and material contributions, ERU, logistical and other technical support, are well coordinated ensuring appropriate level of response.	3.1 Clear allocation of task for national societies, regional delegation and Secretariat in Geneva. 3.2 Operations received adequate resources	3.1 Adequate respect for lines of responsibility from national societies, regional delegation, Secretariat in Geneva and partner national societies	3.1 Coordination with Human Resource providers, donors, providers of ERU, Regional Logistics team. 3.2 regional delegation to provide technical support in the field and from Nairobi through the Task Force structure.
4. Good coordination maintained with national societies in the region, Disaster Management and Coordination Division and other departments in Geneva, Participating national societies, ICRC, UN agencies and other humanitarian organizations.	4.1 All necessary tasks achieved on time with no overlaps. 4.2 High levels of trust built and maintained between all levels. 4.3 Good operations synchronization with ICRC, UN agencies and other organizations.	4.1 Willingness to coordinate from all parties. 4.2 Adequate capacity to initiate and maintain communication	4.1 Communication and report preparation. 4.2 Initiation of telephone conferences. 4.3 Participation in interagency meetings 4.4 Preparation of memorandums of understandings.

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Expected Results	Indicators to measure Results	Risks / Assumptions	Activities Planned to meet results
5. Organization learning maximized through learning reviews and evaluations that lead to high level of accountability and development of procedures and systems for improved disaster response.	5.1 Learning reviews and evaluations planned. 5.2 Improvement in disaster coordination and performance. 5.3 Increased efficiency in Implementation of future responses.	5.1 Funds available 5.2 Openness to share experience 5.3 Involvement of appropriate evaluation teams.	5.1 Preparation of time line analysis. 5.2 Organization of learning reviews. 5.3 Debriefing of delegates. 5.4 Analysis of final reports. 5.5 Initiation of evaluations. 5.6 Preparation of case studies. 5.7 Building evaluation recommendations into new practices.

Governance Support

The regional delegation will assist the Secretariat in providing Governance support to the Federation's leadership. Five representatives of national societies of the region are represented in the Federation's Governing Board and constitutional Commissions until 2005.

Goal: To support members of the constitutional fora to contribute effectively to the Governance of the Federation and the Movement as a whole.

Objective: To improve the communication with members of the Board and Commissions specifically on issues concerning the Region

Expected results

1. The Head of regional delegation regularly contacts board and commission members and keeps them informed on key issues in the region.
2. Board and commission members are invited for regional partnership meetings and informed of the outcomes of RC-NET meetings.
3. The regional delegation facilitates preparatory meetings for the board and commission members in advance of statutory meetings.
4. The regional delegation supports board and commission members to represent the Federation in international forums or at international events.

The above role is integrated in the tasks and responsibilities of the head of regional delegation and is an integral part of the daily activities. Where appropriate, support will be received from the International Representation unit of the regional delegation.

Delegation Management (General Services)

The task of the regional delegation can be looked upon as 'managing the Secretariat's presence and programming' in the region and the different countries. This requires physical, financial, administrative, organizational and human resource structures to be in place. With the implementation of the strategy of change and the regional delegation executing its new role, the present organizational and physical structures will be revised and adjusted to render optimum and cost effective services as required.

Sub-Regional Coordination:

Implementing the objectives for 'coordination, cooperation and strategic partnership' means a new way of working and revision of responsibilities of delegates working in the field. It will require effective and regular communication between national societies and the regional delegation, but less full time delegates in each country. Specific delegates with a strong background in organization development will be assigned to this task on a long-term basis with continuity over two to four years. The first Head of Sub-region has already been assigned this task to cover Kenya, Uganda and Rwanda and is to be extended in 2004 to include Burundi and Tanzania. Two other Heads of Sub-regions will be made responsible for the other countries in the region in accordance with the following table:

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East Africa sub-region	Horn of Africa sub-region	Indian Ocean sub-region
Burundi	Djibouti	Comoros
Kenya	Ethiopia	Madagascar
Rwanda	Eritrea	Mauritius
Tanzania	Somalia	Seychelles
Uganda	Sudan	
Uganda, Kenya and Rwanda already being served. Burundi will follow beginning 2004 and Tanzania end 2004. Office will be based in Kampala, Uganda (current location).	Implementation to start gradually in 2004, to be fully implemented in 2005. Office will be based in Khartoum, Sudan.	Implementation to start beginning 2004. Office will be based in Antananarivo, Madagascar.

The Head of Sub-region will preferably hold office in the premises of the national society. With the gradual increase in the workload, locally recruited officers will be employed to liaise daily between the national society and the head of Sub-Region (or regional delegation) when the Federation representative is physically absent. The process of establishing these positions is foreseen to be completed in 2005.

The traditional head of delegation/Federation representative position will have progressively been abolished by then. In countries where substantial Federation operations are for one reason or another ongoing, delegates can be appointed as 'Heads of Operation', and will report either to the disaster management coordinator in case of international disaster relief, or to the head of sub-region for that area.

The Regional Delegation office in Nairobi

The central office for the Eastern Africa region will remain in Nairobi and will host the head of regional delegation, the regional program coordinator (and technical experts), the regional disaster management coordinator, and the head of support services. A planning and reporting unit will be linked to the programme coordination department for the preparation of appeals and reports. The regional office will also host the offices for the continental units for Africa in reporting, finance, human resource, and organizational development. It will also host offices for partner national societies who want to maintain an office in the region. The office will include up to date communication, logistics and meeting facilities.

The main responsibility of the support services unit is to develop and maintain a high-grade efficiency and effectiveness on the delegation's management and its systems. This includes:

Finance and Accounting

The change strategy includes an increasing responsibility for the finance and accounting of the regional delegation. The section will - with the increased emphasis on (tailor made) service rendering - include costing and cost recovery. The regional delegation will open and close bank accounts on request of bilateral delegation. Staff will contribute to efforts to strengthen accounting capacity and systems of national societies in the region.

Logistics

The Regional Delegation does service and maintain a fleet of leased cars (for delegation, continental delegates and bilateral delegations). Logistic activities also include local transport, visitors' services, and local purchase. The unit further deals with tendering procedures, warehousing, insurances, VAT-exemptions, etc.

Human Resources

The regional delegation has about 70 local employees, more than half of them in Nairobi. This includes staff employment on behalf of the bilateral offices. The human resource section is responsible for selection, employment and dismissal of staff, job descriptions, staff regulations, medical insurance, including the training and development of staff members. It also deals with all applications of work permits and visas for delegates of the regional delegation, bilateral partner national societies, and continental units.

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The strategy for change includes a change of the staffing policy and requirement for human resources. National societies in the region will be stimulated to contribute to the regional delegation by staff-on-loan for exchange of experience, to fill in certain positions, or to assist in resolving temporarily human resource problems.

An informal programme has been started to enable senior staff and senior management from the national societies in the region to prepare themselves for senior delegate positions at the international level.

Provided sufficient funding, the positions of international and local staff will evolve by 2007 to be in conformity with the Federation Strategy for Change. The plan is to reduce the core level of expatriates from 83 delegates in the regional delegation in 2003, to 33 in 2005-2006. Meanwhile, Heads of Delegation and Federation representatives in the region (5 in 2003 in Eritrea, Ethiopia, Somalia, Sudan and Tanzania) will be eliminated in 2005-2006: three sub-regional offices (East Africa, Indian Ocean Islands and Horn of Africa) will be in place, managed by individual Heads of Sub-Region and their local teams of two senior officers and one administrative staff each. In the Regional Delegation, the number of local staff (34 in 2003) will evolve to meet the maximum efficiency target which aims to decrease administrative staff in tandem with the development of systems, procedures and technology upgrades. Where possible and applicable, senior professional local staff will replace delegates as the latter end their mission/contract. These estimates do not include project staff recruited at country level to provide specific support to new or ongoing programmes.

Information Technology

The implementation of the regional delegation's new roles and working modalities will depend to a large extent on a well-functioning communication system and available information technology (IT). The importance of IT as a major tool is increasing and technical failures can seriously disrupt the implementation of the delegation's core tasks. It is therefore not only necessary for the regional delegation itself to invest in up to date and safety proof equipment, but also to support national societies in the development of their IT structures.

Administration

The regional delegation is housed in a rented office that includes facilities for parking, storage, conferencing, etc. The maintenance of this building and the houses rented for delegates, the security, insurance, water and electricity supplies, environmental issues, etc. are part and parcel of the administration unit. It also includes all legal issues, contracts and relations with local authorities.

Services rendered to national societies holding office in the region:

The shift of the role of the regional delegation from an operational to a facilitating role of the membership includes also a shift in the relationship with Participating national societies. The regional delegation will support bilateral, multi-lateral and coordinated bilateral cooperation in the region. The Delegation will also render services to Societies that want to have their own offices and to hold these offices under the Status Agreement of the Federation with the Government(s). These services can vary from a fully equipped office, housing for delegates, employing local staff, car lease, financial reporting, to visa applications. The services will be rendered following an agreed Service Agreement and charged against cost.

National societies (housed in regional delegation premises)	Expatriate Staff	Locally-employed staff (contracted through regional delegation)
American Red Cross Society	3	2
German Red Cross Society	1	1
Netherlands Red Cross Society	1	-
Norwegian Red Cross Society	1	2
(Regional Youth Alliance)		1

Other national societies maintain offices in other countries under the status agreement of the Federation: Spanish Red Cross, French Red Cross, Belgian Red Cross, Swiss Red Cross and Danish Red Cross.

Continental Units

Regional Reporting Unit (RRU)

Developed as a core component of the Federation Strategy for Change, the RRU reflects the importance the Federation attaches to:

- increasing its ability to effectively deliver assistance to beneficiaries and national societies; by
- improving the quality and timeliness of appeals and reports; while
- rationalizing the reporting workload on the field and the end use of reports; resulting in
- increased donor satisfaction and funding opportunities.

These are considered integral to implementing successful programmes and activities at global, regional and country levels. In addition to their core quality control and compliance functions, each RRU will play an increasingly participatory and supportive role in programme design and planning, monitoring (assessing achievements and constraints), and training. The RRU will promote improved coordination, and consolidate and intensify reporting capacity, resulting in improved performance and donor confidence in Federation programmes and products. Each RRU has been specifically tasked to work in close coordination with the Federation Regional Finance Units (RFU), to reinforce the link between narrative and financial reporting.

Regional Finance Unit (RFU)

The Regional Finance Units form an integral part of the regional management structure of the Federation: the Secretariat sets overall direction in line with a procedural framework and established Terms of Reference, ensuring consistency across all operations.

The primary role of the RFU is to provide regional support to Federation offices and delegations on financial budgeting, accounting, analysis and reporting; the RFU ensures a vital quality control and monitoring function for management over the monthly accounting cycle. Federation finance staff in the field report technically to the Head of RFU; however, these staff remain responsible for local budgeting, accounting, reporting, and compliance with standards and procedures. The core RFU focus for 2004 will be to monitor and enhance local finance staff skills, while simultaneously developing an effective financial analysis service to Head of Federation Country and Regional Delegations.

The RFU is also tasked with supporting and assisting national societies on financial issues. A key aspect of this support is to help national societies understand how to operate under the two main Federation funding methods: working advance and direct cash transfer. In addition, RFU proximity to operations makes them instrumental in any first reaction and support for emergency responses.

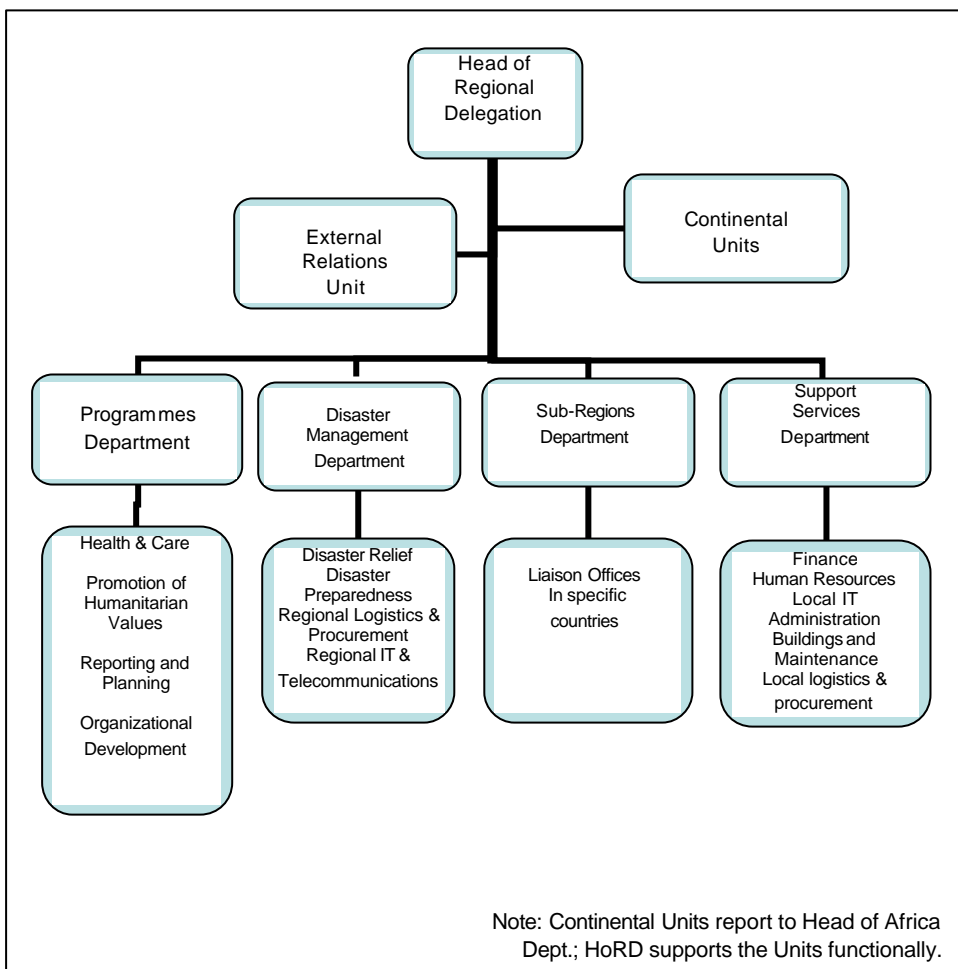
Goal: The regional delegation's structure and processes are improved to support the implementation of the foregoing objectives.

Objective: To maintain an efficient and service-oriented infrastructure in order to facilitate the staff of the Federation to work effectively, to maintain an effective structure of communications with sub-regional offices and the national societies in the Region, to recruit and employ highly skilled national and international staff, to create staff-on-loan positions in the region and to render services to partner national societies wanting to have a presence in the region.

Expected results

1. The office of the regional delegation is equipped and able to implement its objectives
2. The overhead costs remain below 10% and are recovered through different sources of income.
3. High quality national and international members of staff have been recruited; mechanisms to maintain standards of performance are in place.
4. Partner national societies are rendered support services at a competitive level.
5. More members of staff from the national societies in the region are linked to the regional delegation as staff-on-loan.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.10/2004

Name: East Africa Regional Programmes

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	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	3,000	0	0	0	0	0	3,000
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	5,000	0	0	0	5,000
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	3,000	0	5,000	0	0	0	8,000
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	11,512	10,196	1,692	1,316	15,932	0	40,648
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	11,512	10,196	1,692	1,316	15,932	0	40,648
Warehouse & Distribution	5,000	0	1,000	0	2,000	0	8,000
Transport & Vehicules	24,216	17,484	18,204	18,180	37,428	0	115,512
TRANSPORT & STORAGE	29,216	17,484	19,204	18,180	39,428	0	123,512
Programme Support	77,934	43,534	27,081	19,377	53,902	0	221,828
PROGRAMME SUPPORT	77,934	43,534	27,081	19,377	53,902	0	221,828
Personnel-delegates	247,680	156,240	179,280	163,440	208,680	0	955,320
Personnel-national staff	240,531	160,620	47,217	31,685	244,962	0	725,015
Consultants	27,375	0	5,000	0	0	0	32,375
PERSONNEL	515,586	316,860	231,497	195,125	453,642	0	1,712,710
W/shops & Training	278,440	146,940	50,480	18,040	49,680	0	543,580
WORKSHOPS & TRAINING	278,440	146,940	50,480	18,040	49,680	0	543,580
Travel & related expenses	39,479	55,257	14,606	9,289	52,169	0	170,798
Information	113,070	5,000	18,500	0	62,600	0	199,170
Other General costs	130,754	74,480	48,575	36,774	101,908	0	392,492
GENERAL EXPENSES	283,303	134,737	81,681	46,063	216,677	0	762,461
TOTAL BUDGET:	1,198,991	669,751	416,635	298,101	829,261	0	3,412,739