

# Annual report

 International Federation  
of Red Cross and Red Crescent Societies

## East Africa Region

MAA64001

30 April 2010

This report covers the period 01 January  
2009 to 31 December 2009



Community Based Health First Aid in action  
session. Photo by: Red Cross Society of Eritrea.

## In brief

**Programme purpose:** To enhance capacities of the 14<sup>1</sup> National Societies (NS) in East Africa region in responding to the humanitarian challenges.

- Disaster Management (DM) programme: To build well-prepared, stronger and more efficient NS able to predict, prevent and reduce risks and respond to emergencies, mitigate their impact as well as cope with their consequences in an appropriate manner.
- Health and Social Services (HSS) programme: To build and strengthen capacities of the NS in responding to public health needs in a sustainable manner.
- Organizational Development (OD) programme: NS development through improved performance and accountability. The overall aim was to support and facilitate the development of structures, processes and systems for increasingly better response to situations of vulnerability. It also sought to pool resources with all Movement partners, including NS operating internationally and the International Committee of the Red Cross (ICRC), to maximize effectiveness of OD and capacity building (CB).
- Planning, Monitoring, Evaluation and Reporting (PMER) unit: To ensure planning, monitoring, evaluation and reporting towards enhance performance tracking, measurement and reporting, as well as continuous learning and accountability.
- The communication unit: To strengthen capacities of all NS communications' departments through training and provision of technical support in dissemination activities.

**Programme summary:** The East Africa Regional Office (EARO) continued providing technical support to the NS in the region through its various programmes and in line with its plan. The plan which was 60 percent covered partly ensured consistent support of the IFRC.

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

DM programme focused its support on building capacity of the NS to carry out community-based disaster risk reduction (DRR), disaster response, preparedness and climate change adaptation activities. The HSS' focus was on technical support in HIV and AIDS programming, strengthening community health and emergency activities and promoting water and sanitation (WatSan) and hygiene promotion initiatives.

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

The PMER unit focused on improving understanding of key programming elements in the core programmes, strengthening PMER systems, capacity building through training workshops and support visits. In collaboration the resource mobilisation and the finance unit, emphasis was placed on monitoring and tracking reports, aimed at enhancing accountability to donors and the beneficiaries.

The Communications unit support action included strengthening the NS capacities in profiling the work of the Red Cross. Communications support was provided to operations in various NS through web stories, press releases, bulletins, media relations and plugging stories to local and international media.

The EARO was privileged to host the 17th Session of the General Assembly of the International Federation of Red Cross and Red Crescent Societies (IFRC) in Nairobi, Kenya from 18 to 21 November 2009. The General Assembly was followed by the Council of Delegates held from 23 to 25 November 2009. The EARO together with Kenya Red Cross Society (KRCS) engaged in preparations and coordination, well supported by the IFRC Secretariat in Geneva.

In 2009, it was announced that the former three Zones in Africa will be merged into one Africa Zone. The merging of the structural functions into one Africa Zone demanded for the consolidation of all programme initiatives, thus taking a continental perspective in 2010.

**Financial situation:** The total budget is CHF 4,788,984 (USD 4,142,471 or EUR 3,268,960), of which CHF 2,849,714 (60 percent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 2,300,370 of the budget.

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

**See Programme Update:** <http://www.ifrc.org/docs/appeals/annual08/MAA6400109pu1.pdf>

**No. of people we have reached:** The EARO provide technical support to 14 NS in the region – Kenya, Uganda, Tanzania, Rwanda, Burundi, Ethiopia, Sudan, Somalia, Eritrea, Djibouti, Mauritius, Seychelles, Comoros and Madagascar.

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

## Context

During the reporting period a number of socio-political, economic and natural eventualities occurred in various countries covered EARO. In particular, Sudan, Somalia, Djibouti, Malagasy, Kenya, Tanzania, Comoros, Uganda and Ethiopia NS faced major challenges.

Following the Government of Sudan's decision on 4 March 2009 to dissolve three national non-governmental organizations (NGOs) and to revoke the registration and order the departure from the country of 13 international NGOs, the Sudanese Red Crescent Society (SRCS), as an auxiliary to the public authorities, was approached by the authorities to explore filling the resulting humanitarian gaps in Darfur state as well as the rest of the country. Responding to the SRCS request, the IFRC deployed a Field Assessment and Coordination Team (FACT) to assist the SRCS to analyze the evolving situation, coordinate with all key stakeholders and develop a strategy based on their mandate and capacity.

In the Horn of Africa, the food security crisis has not abated since December 2008 when the food security crisis emergency appeal was launched. Somalia continues to face the additional problems of widespread and long-running conflict and of hyper-inflation and is not able to make progress in terms of food security despite some rains. In Ethiopia, whilst some populations in more fertile highland areas have seen the immediate threats to them retreat with acceptable rains, about 12 million people depend on food assistance and pastoralists in the lowland areas have seen little improvement in their situation as rains remain absent or erratic and constant water stress was further compounded by local outbreaks of Acute Watery Diarrhoea (AWD). In Djibouti, where pastoralists are feeling the full ferocity of water and food shortages on both themselves and the herds which sustain them, the situation continues to deteriorate.

The food insecurity situation in Kenya saw the most dramatic changes in recent months, with the situation deteriorating rapidly. In February 2009, KRCS participated in an assessment of the short rains that was conducted by the Kenya Food Security Steering Group (KFSSG) in 34 districts that were under threat of drought or had been affected by the 2008 political crisis in Kenya. The study showed poor rains in short-rains dependent areas in the southeast and north of Kenya with substantial deficits in most areas. Most of the south-eastern areas received 20-50 per cent<sup>2</sup> of poorly distributed rainfall. Maize output in the 2008-2009 cropping season was 2.4 million metric tonnes, about 20 per cent below average<sup>3</sup>. The effects of the lack of rainfall mean that there is a deficit for all key food crops in Kenya.

To take account of the changes in the food security situation in Kenya, Somalia, Ethiopia and Djibouti the Horn of Africa (HoA) food security crisis emergency appeal was revised [MDR64003](#) and launched in May 2009. The main changes are a significant increase in activities in Kenya (across all sectors, but particularly with respect to food), with a reduction in food activities in Ethiopia. In Kenya the expansion of Emergency Operation programmes (EMOP)-food distribution programme was recommended to cover 26 districts. KRCS responded early to the crisis by mobilising public support for a food collection and distribution operation to the worst affected areas during the month of March. KRCS continues to deliver food rations to affected areas within the Kenya.

The Uganda Red Cross Society (URCS) launched a national appeal for food relief assistance mobilised food support systems. Ethiopian Red Cross and Djibouti Red Crescent Societies were also supported by the Horn of Appeal Emergency Appeal and conducted food security activities within their borders. Malagasy Red Cross Society (MRCS) requested and received Disaster Relief Emergency Fund (DREF) support to shore up its operations related to the Cyclones of 2009. Area PNS and PIROI also supported the NS with additional capacity to ensure that the MRCS was able to current with activities during the political instability.

In a nutshell, where there were crises, NS were redirecting their efforts in terms of personnel and resources responding to the crises slowing down the pace and extent of development programme implementation. MRCS struggled to operate effectively in a context of political instability but activities slowly returned to normal in most operational areas. URCS has been over-stretched with multiple disease outbreaks, refugee crisis and food insecurity. Headquarter (HQ) supervision of all field operations was therefore difficult.

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

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

During the reporting period the following DREF were launched as detailed in table 1 below:

**Table 1: DREFs launched in 2009**

DREF	Title	Timeframe	Beneficiaries
MDRTZ008	Tanzania: Local Storm	21.01.09 - 21.05.09	171 households
MDRMG004	Madagascar: Cyclones	06.02.09 - 06.06.09	5,000 households
MDRUG013	Uganda: Meningitis	06.02.09 - 06.04.09	1,500,000 households
MDRKE008	Kenya: Fires	09.02.09 - 09.07.09	1,000 households
MDRSD006	Sudan: Capacity Assessment and Gap Analysis	31.03.09 - 01.05.09	-
MDRUG014	Uganda: Kasese Cholera	08.04.09 - 08.06.09	183,000 households
MDR64003	Kenya: Cholera	-	Part of HoA Appeal
MDR64005	Kenya: Polio	07.04.09 - 31.07.09	Part of Polio Appeal
MDRTZ009 <sup>4</sup>	Tanzania: Explosions	30.04.09 - 31.07.09	18,866 households
MDRKM002	Comoros: Air Accident	05.07.09 - 05.08.09	994 households

## Progress towards outcomes

### Disaster Management

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

#### Achievements

- Regional Disaster Response Teams (RDRT) refresher training was completed with 19 members from NS receiving technical and practical training. These new RDRT roster members from ten NS added skilled human resource capacity for regional disasters response. Revision of the roster was not completed but is ongoing.
- A new approach of strengthening National Disaster Response Teams (NDRTs) was agreed by all DM managers and this is underway.
- Assistance in facilitation of regional International Disaster Response Laws (IDRL) workshop raised awareness on legal issues related to preparedness and response.
- RDRT training was conducted in Mwanza, Tanzania from 16-26 April 2009. A total of 16 candidates were trained and certified for deployment.
- In the Indian Ocean Islands (IOI), RDRT training was also conducted for 25 RDRT members and four NS Disaster Management Coordinators (DMCs) were trained ahead of the cyclone season.
- A senior consultant has started work on a scoping study for strengthening regional preparedness and Response capacity. This builds on earlier reviews of RDRT and will help to set baseline indicators.

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

#### Achievements

- DM and Health coordinators from 13 NS were updated on the latest development on climate change during the DM/Health meeting. 12 NS have now completed phase I of the Preparedness for Climate Change (PfCC) initiative. A support mission to Rwanda consolidated the PfCC initiative with three national staff.
- A NS Food Security (FS) database has been opened at the zone to assist in monitoring of NS FS interventions and support given by different PNS.
- Rwandan Red Cross (RRC) received technical support on FS programming during May, which resulted in profiling of Disaster Risk Reduction (DRR) and food security programme activities and development of case studies for dissemination at the global platform for DRR held in June 2009, in Geneva. Similar support was provided to Tanzania Red Cross National Society (TRCNS) in implementation of Tsunami Early Warning System (EWS) projects.

<sup>4</sup> Following the DREF an emergency appeal [MDRTZ009](#) to further support the NS was launched in May 2009.

- Ethiopia, Rwanda, Burundi and Eritrea NS developed plans for building capacity in community-based DM. Implementation was supported by the regional DRR and FS officers through field visits and technical guidance.
- The DM team guided the development of an innovative FS strategy for Sudanese Red Crescent Society (SRCS), which may provide a model for other NS and regional delegations.
- Kenya, Burundi, Tanzania and Ethiopia were technically supported in the development of FS concept papers to the European Union (EU) Food Facility through PNS's within their countries.
- KRCS has completed their food security baseline survey and updated their proposal which has been sent to the EU. DM managers from all NS were taken through some basics on food security programming and integration with HIV programmes during the DM/Health annual meeting.
- Five NS have developed FS proposals and four NS are implementing Long-Term Food Security (LTFS) projects with funding from PNS. Zone FS Officer assisted the Red Cross Society of Eritrea (RCSE) to develop a plan of action for Swedish Red Cross supported project in Tigre.
- The Disaster Management Coordinator (DMC) participated in the DRR Global Programme Meeting in Oslo, Norway 10-12 February, 2009 with representatives from 20 NS as the initial implementers of the Global Alliance.
- New DRR project proposal was developed jointly with KRCS and with International Committee of the Red Cross Economic Security (ICRC Ecossec).
- URCS experience sharing workshop was conducted where 30 branch staff participated and were introduced to fundamentals of DRR programming and reviewed ongoing DRR activities.
- DRR database for NS experience and/or practice under construction. Technical support to Rwanda, Tanzania and Madagascar was provided in relation to development of their respective DRR projects.
- Two DRR strategies for Uganda and Madagascar have been developed. DRR being a new concept in most NS, the Zone DM placed emphasis on sensitisation and strategy development.
- KRCS in collaboration with United Nations International Children's Fund (UNICEF) conducted a VCA in flood prone areas of Tana River and Tana Delta Districts with technical support from the Zone for El Nino preparedness.
- VCA TOT training was conducted in Burundi for 20 branch secretaries and 3 volunteers.
- Kenya, Uganda, Rwanda, Burundi and Tanzania Red Cross Societies were supported to develop EL Nino contingency plans. Rwanda and Uganda have submitted their plans.
- Currently six NS have climate change adaptation projects. Uganda, Rwanda and Tanzania Red Cross Societies have received monitoring support towards their climate change projects.

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

#### **Achievements**

- Launch of 10 DREF and 1 Emergency Appeal as well as ongoing monitoring of 9 2008 operations provided support to around 4 million people affected by disasters.
- Refresher training on DREF procedures was carried out for 28 DM and Health coordinators. In addition, DREF workshop conducted to 13 NSs during DM and Health annual meeting.
- Medium scale food distribution operation in Ethiopia under HoA Appeal helped build capacity of ERCS.
- The Zone office supported the extended field school training. A total of 50 participants benefited from active simulation with ERU, FACT and RDRT all working on flood response.
- Workshop to start testing new IFRC Participatory Approach for Safe Shelter Awareness (PASSA) tool was held in Uganda. FERST training was held in Uganda and two IFRC staff attended.
- A Surge Recovery Team was deployed in Ethiopia to conduct an assessment on Food Insecurity and development of an Emergency appeal.
- Field Assessment and Coordination Team (FACT) was deployed in Ethiopia to conduct a detailed assessment on Food insecurity and come up with an Appeal for the affected areas.
- ERC, RCSE, BRCS and RRC DFID funded Food security and Disaster Risk Reduction (DRR) projects were technically supported. Risk analysis for URCS, KRCS, and SRCS was conducted.

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

#### **Achievements**

- IFRC Zone hosted the annual meeting for the regional Inter-Agency Working Group (IAWG) of humanitarian actors which included key note addresses on climate change and migration and UN-NGO relations in humanitarian context. The training of 50 participants from the IAWG and five NS members on cash transfer helped to improve skills for recovery programming.

- Joint facilitation with UNOCHA of regional consultation on climate change resulting in request to IFRC to lead working group on DRR and climate change in the region.
- DMC Participation as panellist at Africa platform for DRR helped raise profile of Federation's community based DRR work in EA.
- Partnership with French Red Cross PIROI to strengthen RDRT and regional response mechanism in Indian Ocean Islands.

#### Constraints or Challenges:

Limited funding especially in the first two quarters of the year restricted activities, particularly in DM capacity development. However, with increased funding and personnel in the unit after June 2009, most of the planned activities were conducted by the end of the year.

## Health and Care

**Outcome 1:** Strengthened community health programming at NS level.

#### Achievements

- Community Based Health First Aid in *action* (CBHFA) were finalised and delivered to the Zone<sup>5</sup>. CBHFA in action are activities at community level focusing on First Aid skills development, basic disease prevention and health promotion messaging.
- A CBHFA Master facilitators training was held in Mombasa in which 29 master facilitators were trained. The workshop also brought together participants and/or facilitators from Middle East and North Africa (MENA), Americas, West Africa, Asia-Pacific and Europe.
- CBHFA workshop was conducted for RCSE and trained 23 Master facilitators, including one from South Sudan. KRCS, ERCS, URCS and RCSE managed to conduct Senior Management Team orientation and minimal roll-out by close of 2009. CBHFA manuals were sent to all NS as well as most PNS at the regional office. The region was represented in the Indonesia 'Lessons Learnt' workshop for CBHFA and cross-pollination of best practices availed to the team in the region.
- Seven East Africa francophone NS were trained in Yaoundé, Cameroon. At the end of the workshop the trained participants developed action plans to roll out CBHFA within their NSs. The EARO is taking a lead role in overseeing the role out plans.
- The unit also coordinated and facilitated Club 25 workshop in conjunction with Africa for Safe Blood Conference (AFSB) in Nairobi during the month of June. The Club 25 mobilizes young people as a new generation of blood donors and linking international Club 25 regular blood donation with health promotion.
- Road safety programming was presented by road safety advisor from Geneva in the annual DM and Health planning meeting in Nairobi. All NS indicated they will take up road safety as one of the key components in the community health programmes. The main attraction was the possibility of generating funds for community health projects through commercial transport and insurance companies.
- Sudan, Kenya, Uganda and Ethiopia NS were supported in emergency polio campaigns through a continental appeal. The Campaign aimed at extensive social mobilization through the Red Cross volunteers.
- URCS and KRCS were supported through American Red Cross to participate in National Immunisation days (NIDS) for Measles. Information on Polio outbreaks and Global Alliance for Vaccines and Immunisations (GAVI) funding opportunities were shared with all the 14 NS.
- Kenya, Burundi, Tanzania and Madagascar received technical Support for Malaria programming from the delegate based in Southern Africa Region.
- Expanded Program on Immunisation (EPI) – outbreak of wild polio virus continentally necessitated an innovative intervention. This resulted into the launch of the polio initiative managed at zone level. Two immunisation Campaigns with the involvement of Red Cross volunteers were supported in Ethiopia, Kenya and Uganda, and one campaign each in both Northern and Southern Sudan.
- Malaria toolkit training was conducted in December for the Anglophone NS in Africa. The training brought together participants from all over Africa, the training covered the steps for planning malaria programmes, a harmonized approach with CBHFA and behaviour change communication through the development of key activities and malaria messages.

<sup>5</sup> CBHFA in action is community based approach to long term capacity building for improved health programs and community development.

- In November, the Burundi Red Cross (BRC) in conjunction with the Ministry of Health conducted a five day intensive long lasting insecticide-treated nets (LLIN) distribution activities that benefited some 14,893 households. 44,679 mosquito nets were distributed, of which 30,000 were donated by the Against Malaria Foundation (AMF).
- The involvement of the Red Cross Movement in the immunisation campaigns against Polio and Malaria LLIN have resulted in increased visibility and improved NS profile in all 14 NS with the NS noted as viable partners in large scale national campaigns.
- The immunisation campaigns have prevented morbidity and permanent disability in thousands of lives in the four countries, and contributed to the breaking of the chain of transmission of Polio (no new cases have been reported in the four countries since the last quarter of 2009).
- Health RC-NET meeting was held in February. It was attended by 12 NS except Djibouti and Eritrea. New Chair and office bearers were nominated to represent the three regional areas (Indian Ocean Islands, Horn of Africa, and Great Lakes). The Current chairman is the Health and Care Coordinator of Madagascar.

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

#### Achievements

- PHAST in Emergency Response (PHASTER) workshop was conducted in May 2009 in Kigali, Rwanda. Participants from DFID funded NS Ethiopia, Eritrea, Burundi and Rwanda shared experiences in implementation of PHAST approach in the various emergency contexts they were involved in within their NS. A total of 12 participants were trained on the specific selected PHAST tools and activities that would be employed in conducting hygiene promotional activities in emergency contexts.
- The water and sanitation (WatSan) unit conducted a peer review exercise among Kenya, Uganda and Sudan NS with the aim of the participants evaluating the different approaches that were utilised in conducting hygiene promotion activities during the Acute Watery Diarrhoea (AWD) and/or Cholera epidemic outbreaks.
- WatSan strategies Uganda, Sudan, Kenya and Eritrea NS were finalised. The strategies will be important to ensure relevance in relation to guiding WatSan operations within the respective NS.
- The unit continued to lobby and advocate among the PNSs towards a mapping exercise for the ACP water facility third call for proposal. These realised an increase in the expressions of interest in the submission of the bids by various PNS.

**Outcome 3:** Strengthened HIV and AIDS programming at NS level.

#### Achievements

- Provided technical support to Uganda and Rwanda NS in development of HIV in Workplace Policy and programme. The Uganda HIV programme is ongoing and is coordinated by a full time volunteer. Two volunteers working with the NS (HIV workplace programme) participated in the Health and DM workshop that was held in Nairobi in June 2009. The two shared their experiences with the participants of the workshop from the NSs.
- Netherlands Red Cross funded redevelopment of EARO HIV and AIDS in workplace programme. Using the financial support given, HIV Information Education Communication (IEC) materials for peer educators were developed. In



IFRC staffs HIV AIDS awareness sessions.  
Source: IFRC

addition, training for peer educators for the EARO workplace programme was conducted. A total of 12 peer educators were trained, three awareness training sessions reaching 80 IFRC, PNS and support staffs were conducted. Seven health talk sessions spread over the year were held, as well as activities marking the World AIDS day by the workplace peer educators. The trained staff developed an arts group that performed during staff meetings and highlighted importance of the ABCs of HIV prevention.

- In collaboration with PMER unit, a Global Alliance Annual Review meeting was held in December, the meeting drew participants from IFRC, American Red Cross, Netherlands Red Cross and three NSs (Kenya, Uganda and Tanzania). The three NS were among nine NS within the region that signed to participate in the Global Alliance framework. The main objective of the review meeting was to review 2009 activities, receive feedback, and plan the way forward.
- IFRC team and a team from Sudan and Kenya RC Societies carried out a field visit to Kitgum in Northern Uganda. The Kitgum branch is implementing an integrated project on HIV and AIDS, Reproductive Health, STIs, Prevention, Care and Support in emergencies. The project is supported by the Netherlands Red Cross and it is in its 2<sup>nd</sup> Phase of implementation (2009-2010).
- The KRCS continued with the implementation of TB activities through the Eli Lilly foundation fund channelled through the IFRC. The project is implemented in Mombasa city and Siaya town with the main objective being strengthening community health information system; intensifying case finding among people living with HIV, advocacy for TB uptake; infection control in the community and defaulter tracing.
- Through the health department in Geneva, funding for tuberculosis (TB) integration into HIV and AIDS programme was continued for KRCS. The project is being integrated into home-based care programmes, to target TB patients, PLHIV, relatives of patients, prisoners and community members. The main focus will be to strengthen community health information systems; intensify case finding among PLHIV, advocacy for TB uptake; infection control in the community and defaulter tracing. The project is implemented in two project sites, Mombasa city and Siaya town both in Kenya.
- Burundi was supported in refining country plans for the HIV Global Alliance. The Global Alliance on HIV provides a common framework for resource mobilization. The Burundi Global Alliance operation plan is currently under review for possible consideration for funding.
- Meetings were held with PNS including the Norwegian and American Red Cross Societies to review support mechanism for the Zone HIV programmes.
- KRCS was supported in revising their work plan and reviewing of the family health and home-based care (FHHBC) programme integrating antiretroviral therapy (ART) in Nakuru (Kenya). Financial support was provided by the Swiss Red Cross for the activities in the revised work plan. TB and HIV and AIDS indicators were shared with PMER Department and further input was provided. However, the two departments are yet to agree upon the outcome indicators for the HIV programme.
- Senior HIV Officer attended a workshop organized to review the HIV Prevention guidelines and Peer Education standards. The prevention guidelines were to be revised to incorporate the suggested changes before printing of the final documents. The two documents were also shared with the 14 NSs within the Zone for their information and input.

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

##### Achievements

- A mission was undertaken in Mandera Wajir project in Kenya to evaluate the progress in the third and final year of implementation. Boreholes, earth pan locations were visited and discussions were held with community members (management committee and Participatory Hygiene and Sanitation Transformation (PHAST) groups). Some activities are still being implemented like pipeline extension and there has been a request by KRCS to extend the project by one year to finalise livelihood activities around borehole 11 and Wajir KRCS compound.
- A WatSan programme evaluation was undertaken in Burundi which included a field visit to the Finnish Red Cross funded WatSan activities within Kayanza province. Recommendations were provided on how to improve on the implementation of the WatSan activities and also on how to better integrate both the hardware and software components like community management and hygiene promotion within the programme.
- In Sudan, an evaluation of WatSan project was undertaken to assess progress and provide necessary advice for completion of activities namely shallow wells protection and hygiene promotion. Key findings entailed low activity implementation of approximately 20 percent in shallow wells construction, with hygiene promotion activities not yet started. The recommendations were shared with the Belgium Red Cross which is funding the WatSan programme, the country representative office and the NS.
- Another evaluation of the software activities was undertaken in South Kordofan state upon request by Austria Red Cross and the NS at the end on April 2009. The evaluation was aimed at determining the implementation of the PHAST approach towards hygiene promotion activities in South Kordofan. Key recommendations entailed capacity building of the PHAST programme officer, adaptation of the PHAST toolkits to the community preference, and retraining of the volunteers on the entire PHAST cycle. Austrian

Red Cross, upon these recommendations sponsored the PHAST officer to a PHASTer workshop organized by the Zone in Rwanda in May 2009. There is a follow up activity planned within the year to provide further support and ensure that the software activities are well implemented within South Kordofan. A report on the evaluation visit was shared out by the Austrian Red Cross.

- In Ethiopia, a WatSan assessment was undertaken in Moyale region in April 2009. The assessment aimed at determining the extent of Acute Watery Diarrhoea outbreak in Ethiopia and recommends possible interventions both in the immediate and midterm phases of the outbreak. Recommendations on the proposed intervention are to be included in the HoA food security plan funding to ECHO.
- Two National Disaster Response Team (NDRT) trainings were facilitated in Somali and in Kenya. In Somali about 25 participants attended the training and the focus of the training was in water quality monitoring, water treatment and sanitation in emergencies. The participants were taken through the contents in theory and also in a two day practical field exercises in the field. In Kenya, the training was provided to 12 participants drawn from the government line ministries, NGO active in WatSan and members of the armed forces. The training focused on WatSan in emergencies and deployment procedures in emergencies. The participants are not part of KRCS NDRT but will use skills gained in their field of work which included emergency response.
- The WatSan unit took part in the bi-annual partnership coordination meeting for all agencies implementing European Union – Africa Caribbean Pacific countries funded projects held in March 2009. The meeting focussed on the progress of implementation activities and the constraints being realised in the implementation of these projects both within the first and second call for proposal. The meeting had an attendance of all partners within Kenya currently funded under the water facility projects.
- A PHAST review workshop was conducted in December 2009. Participants were from Ethiopia, Kenya, Uganda, Tanzania, Somalia, Burundi, Zimbabwe and Mozambique. The objective of the workshop was to harmonize PHAST understanding and implementation within the NS. The workshop also provided an opportunity for participants from various NS to share experiences and learn amongst each other on the implementation of the PHAST approach. The workshop also explored the areas of integration of CLTS and PHAST.
- Community Management component was incorporated in the PHAST review workshop conducted in December 2009. The objective of the community management sessions was to underscore Community Management as a key component for enhancing sustainability in WatSan interventions. Tools and methodologies for implementation of community management, monitoring and evaluation were among the key deliverables.
- WatSan technical packages, brochures, CDs and other reference documents were disseminated to all the 14 NS. Areas of dissemination entailed; workshop forums, during technical visits to respective NS.
- The WatSan unit supported the Machakos and Eritrea project by ensuring the reports were submitted on time in line with the EU contractual procedures. The end of project evaluation for the Machakos project was undertaken and the report submitted to the EU.
- WatSan KIT training was undertaken in July 2009 in Machakos with specific focus on WatSan KIT 10. Participants were from NSs; Kenya, Uganda, Tanzania, Rwanda, Burundi, Ethiopia, Sudan, Nigeria. The training focused on emergency WatSan interventions on both hardware and software components.
- WatSan staff attended quarterly coordination meetings organised by the KRCS. The WatSan unit also attended WatSan strategy formulation meetings and workshops towards curriculum developments, organised by the KRCS. This aimed at enhancing the performance of WatSan interventions within the NS. Workshops organised by KRCS and ERCS provided an opportunity for the unit to support the WatSan strategy formulation processes.
- WatSan unit has formed a pool of RDRT members. A total of eight NS were trained in the WatSan kits, 11 participants have been incorporated as WatSan RDRT members. The unit also sent Uganda, Ethiopia and Rwanda NS officers for ERU training on WatSan Module MSM20 in Austria in October 2009.
- A field monitoring mission was undertaken in Mandera Wajir Swedish Red Cross funded WatSan project in Kenya to evaluate the progress of the project. Discussions were held with community members (management committee and PHAST groups).



Community collecting water at borehole



Community well at Wagalla Community, Wajir, Mandera (Kenya) funded by Swedish Red Cross.

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

### Humanitarian Pandemic Preparedness (H2P)

The Humanitarian Pandemic Preparedness (H2P) initiative is a three year USAID-funded programme running from 2007 September 2010). The H2P unit was set up within the Zone; the unit provided technical and financial support to six NS: Ethiopia, Uganda, Kenya, Tanzania, Burundi and Rwanda mainly in building humanitarian response networks within the framework of national pandemic preparedness plans.

In June 2009 an Influenza pandemic alert was declared, by the end of the year more than 208 countries had reported laboratory confirmed cases of pandemic influenza H1N1, including at least 12,220 deaths worldwide, in the region cases were reported in Uganda, Ethiopia, Kenya and Tanzania.

### Achievements

#### Technical support to NS on H2P

- Uganda, Ethiopia, Kenya, Tanzania and Burundi proposals were approved and funding was availed for 12 month implementation of the NS projects.
- Rwanda received a grant for six months only and project implementation started in November 2009.
- Sudan, Somalia, Madagascar and Mauritius received communication campaign funding for production and dissemination of IEC materials.
- In total, in 2009, ten NS in East Africa received both technical and financial assistance to prepare and respond to pandemic influenza.

#### Assist six NS to establish partnership in H2P

- URCS had a Memorandum of Understanding (MoU) with CARE international in Uganda for the H2P project.
- ERCS worked with Project Concern International (PCI) and HCP as H2P partners in country.
- TRCNS initiated a partnership with Care International in the country.

#### Support six NS to develop community based H2P country plan

- URCS developed district H2P plans with local authorities and partners. URCS with Care International completed the analysis on national plan and disseminated the findings and recommendations to government and stakeholders for updating the plan.
- ERCS, with PCI, developed district H2P plans in the pilot areas and disseminated them among the stakeholders.
- Tanzania and Burundi NS started the planning process.

### Constraints or Challenges

- Delays in transfer of funds to South Sudan due to donor conditions, resulting in minimal impact in the initially planned October polio campaign.
- Lack of resident IFRC technical and administrative capacity in South Sudan over the period of the preparation for the polio campaigns, hence heavy reliance on external support. A consultant was engaged

to provide most of the support to the implementation process, and the recruitment of the head of the IFRC sub-office in Juba in October strengthened management support to SRCS.

- Support missions to NS on blood donor programming hindered by changing security situation (Madagascar) and funding constraints.
- Funding constraints resulted in the cancellation of support missions to some NS as well as the inability of the Zone office to offer support to NS with MNCH and SRH programming.
- All health components except H2P and Polio have not received IFRC regional programme support costs. In the next planning period, HSS regional plan will ensure that adequate resources to support NS exchange programmes, technical support and monitoring and evaluation are included in the plans.

## Organizational Development

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

### Achievements

- In liaison with the Joint Statute Commission (JSC), there was successful follow up of the pending cases of NS in East Africa region that are at various stages of reviewing Constitutions and Statutes ahead of the 2010 deadline. In collaboration with ICRC, these NS were offered necessary technical guidance during the reporting period and hopefully a good percentage of them will be able to meet the deadline.
- The unit provided assistance to TRCNS in the preparation of its strategic plan. The assistance accorded involved the preparation of terms of reference for consultancies and in mobilisation of partner support and facilitation of plans for carrying out SGS audit in TRCNS. The department engaged a consultant to assist TRCNS in carrying out an audit for the past seven years. The purpose of this audit was to enable to establish the financial data the society had and later upgrade to the current version of Microsoft Dynamics Navision and use the gaps identified by the audits, as well as the priorities identified in the strategic plan to develop appropriate capacity building interventions.
- In collaboration with ICRC, the OD unit provided induction training to new board members of Rwanda Red Cross most of whom did not have Red Cross background. This has enhanced their participation in guiding the affairs of the NS.
- East Africa leaders drawn from Comoros, Tanzania, Uganda and Sudan, Eritrea and Seychelles NS attended a leadership development course in Geneva.
- The Red Cross and Red Crescent NS leadership and management development programme was launched which is aimed at strengthening the NSs to strengthen the ability to effectively lead their organisations and improve service delivery.
- Support was provided that ensured that the NSs of Tanzania and Sudan reviewed and rolled out their strategic plans.

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

### Achievements

- Following the appointment of a new Secretary General at the Red Cross Society of Eritrea, recognition of the NS has been pursued with earnest. Induction meetings were arranged for the Secretary General with partners both in Nairobi and Geneva. Prior to that consultation had been made by the Zone office at the high levels of Government in Asmara.

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

### Achievements

- Support was provided for the decentralisation and grassroots development programmes at Burundi, Kenya and Rwandan Red Cross Societies. Coaching support was also provided to the programme coordinator of the pilot project for building sustainable local capacity in Burundi. This is a pilot project supported through the Intensified Capacity Building (ICB) initiative that is now managed through the Zone office.
- In collaboration with Netherlands Red Cross, support was provided to Eritrea, Uganda, Kenya and Ethiopian Red Cross Societies in the development of tools for grassroots community mobilisation and programmes.

- The OD unit worked with Swedish RC to support five East Africa NSs in developing a local capacity user guide. This will further enhance the work of grassroots units and has been considered for adoption as a global Federation tool.
- Support was provided establishment and recognition of Eastern Africa youth Network to spearhead development of strategies for volunteer management and youth development. The network is working closely with individual NS to increase the number of funded youth activities that are integrated within their programmes.

#### Outcome 4: Improved financial sustainability.

##### Achievement

- The unit engaged a consultant to assist TRCNS in carrying out an audit for the past seven years. The purpose of this audit was to enable to establish the financial data the NS had and later upgrade to the current version of Microsoft Dynamics Navision.
- Under the auspices of the OD and Resource Mobilisation (RM) working group of the RC-NET, the OD unit promoted best practices in resource mobilisation. In addition, manuals for community Income Generating Activities (IGA) projects were developed and disseminated in an effort to contribute to financial sustainability at grassroots.



OD/RM meeting in Kigali, Rwanda

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

##### Achievements

- A systematic study for the implementation, and improvement of computerised accounting systems in Rwanda, Burundi and Tanzania was conducted. This led to the design and installation of appropriate systems some of which (in Burundi) has been completed and handed over. The improved financial management systems has restored donor (and membership) confidence and enhanced the eligibility of Burundi Red Cross for promotion to the cash transfer system.
- The reports generated by financial systems installed in Sudan during the previous year were reviewed and feedback provided for continuous improvement. Generally all installed systems are working well to satisfy partner expectations.
- The unit sourced for the most cost-effective, user-friendly and up-to-date hardware and software options for NSs. In southern Sudan for instance, recommendations were made to the various PNS for cost-effective internet and telecommunications solutions through pooling resources. In collaboration with the Zone Information Systems Development (ISD) unit, competent IT and telecom staff in Sudan, Rwanda and Burundi was recruited. This has greatly improved Information Technology (IT) and telecommunications services in these NSs.
- IT and telecom capacity assessment in Rwanda, Burundi and Sudan, were conducted and reports indicate generally high installation costs, unreliable internet especially at branches, and limited back up services especially for web design and maintenance. This will inform future investments.
- Sustainable professional internet and email services in Rwanda and Burundi were installed. In all operational installations, national regulatory requirements and laws regarding licences, applications were clarified and are being followed. After successful feasibility studies, HF and VHF radio networks in Burundi, Rwanda and Sudan NS were designed and installed at both headquarter and branch levels. These NSs now operate some of the most reliable radio systems. These have greatly improved communications especially during emergencies.
- The unit supported KRCS regionalisation programme that aimed at bringing all Red Cross Branches in the Province into a cluster with the intention of creating operational and financial synergies and capacities for improved service delivery. The main objective of the regionalized structure is efficient

service delivery and adequate response to emergency and development challenges. This simply means an enhanced management of the 58 Red Cross Branches of KRCS.

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

### **Achievements**

- The unit supported the development of Cooperation Agreement Strategy (CAS) in Uganda and disseminated Movement cooperation tools such as CAS and Operational Alliance in at least six NS. Also the OD coordinator represented the Federation in various partnership meetings during which positions were clarified and guidance provided for effective Movement Cooperation.
- Participation in the review and documentation of cooperation strategies and in sharing learning from Uganda, Sudan, Kenya and Rwanda NS was another achievement. The unit coordinated the RC-Net including its steering committee and working groups and the Lake Victoria programme. As a result of good coordination, RC-Net meetings were well attended and a majority of the resolutions passed were implemented. Additionally, cross-border meetings and events were facilitated and joint initiatives were explored and supported. A number of PNS have considered subscribing to the regional approach espoused by the Lake Victoria programme.
- The OD coordinator continued to engage with practitioners and partners in discussing innovative approaches towards NS development and in their promotion and implementation.
- The 2009 RC-NET General Assembly took place from 31 August to 1 September 2009, in Nairobi and was attended by all the member NS except for Djibouti. In attendance were also Chairpersons of each of the 4 Working Groups, NEPARC Chair, ICRC and Heads of Department at the Zone office. The main objectives were to take stock of the achievements of RC-NET in the last year and make plans for the coming year; get an update on the plans for the forthcoming 17<sup>th</sup> Session of the General Assembly and council of delegates and the elections of members of the RC-Net Steering committee. It also discussed strategies for strengthening the network, the capacity Building Strategy for Africa, and the agenda for the Pan African Conference.
- Thirty nine youth representatives from Eastern Africa were an active part of the 452 youth from around the world who took part in the Solferino Campaign in Italy. Due to this and the support received from other partners, a record 36 African NSs participated in the 'Youth on the Move' activities representing 25 per cent of a total 143 NSs that were represented globally. This was only second to 29 per cent from Europe.

### **Challenges**

- It has not been possible during the reporting period to extend services to all the 14 NSs in the Zone due to capacity and financial constraints. Most affected are the four NSs in the Indian Ocean Islands that receive very little PNS budget support. In addition, the Zone OD office has a staff complement of a coordinator and a programme officer without a single OD delegate in the field. This falls critically short of the requisite capacity.
- In mitigation of the effects of a disproportionate financial support to some NS, the Zone office has sought to channel un-earmarked resources to the Indian Ocean Islands. As for technical capacity, the Federation and Country representatives have continued to implement specific OD tasks. However, this has in many instances drawn them away from their core responsibilities.
- The incessant changes in NS leadership and management positions have in most cases affected planned development thus affecting the attainment of desired returns from investments in human resources, organisational systems and processes.
- Most NSs do not have consistent OD focal persons. Besides, there has been high turnover of practitioners. This has been a challenge in following up NS activities and reduced feedback for better support.
- It is also worth noting that NS development has been affected by 'the project approach' to responding to vulnerabilities as opposed to a service orientation. This would pose a challenge in realising programme sustainability and often leaving the NS structure weaker than before.

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

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

### Achievements

- The PMER unit coordinated data collection on a set of indicators for DfID funded NSs in Burundi, Ethiopia and Rwanda. This contributed data for the institutional strategy III annual report which is compiled by Geneva and submitted to DfID.
- In May 2009, the Ethiopian RCS, in collaboration with the Zone PMER Unit, conducted a participatory PMER self assessment. A total of 30 staff from headquarters and branches participated in this exercise. The results obtained assisted the ERCS PMER unit to modify and prioritise their action plan. The assessment also assisted the facilitators to review and establish the PMER training needs.
- The PMER needs for NS in Burundi, Eritrea, Ethiopia Kenya, Rwanda and Tanzania were established through regular consultations with PMER focal points. The department addressed these needs through training (Ethiopia RC), peer-to-peer support (RRC) and technical support visits to Tanzania.
- The Ethiopian Red Cross and Comoros Red Crescent are currently utilising the Zone PMER training materials to conduct training for their branch level staff. Technical support is regularly provided to this NS.
- Support was provided to two NS in relation to PMER exchange visits to other NS (Uganda and Rwanda Red Cross). The visit by RRC head of PMER to URCS helped RRC to learn how PMER operations are conducted in URCS, and based on this knowledge; Rwanda is currently developing their own PMER strategy. The visit allowed the RRC to understand the evolution process that URCS PMER department went through from inception including the challenges encountered and lessons learnt. On the other hand, the URCS was able to understand how the PMER processes are coordinated at RRC.
- Following a PMER capacity assessment where 30 participants for ERCS HQ and branches participated, a PMER workshop was organised for staff at NS level. The training was aimed at strengthening the capacity of ERCS staff and volunteers in PMER. The NS PMER staffs were co-facilitators. This contributed to forming a pool of PMER trainers in the Eastern Africa Zone.
- The development of a monitoring tool (2009) for EAZO programmes was completed and distributed to the respective Zone departments and was utilised during the quarterly review meetings throughout the year. In addition to that, the development of an integrated monitoring tool (2009) for DfID funded programmes was completed and distributed to the DfID-funded countries.
- The monitoring and evaluation database system in Kenya Red Cross Society was in place by the end of the year. Some challenges were experienced in Tanzania. SPSS training was organized by the PMER department for six members of staff (four from NS and two from Zone). After the training the SPSS software was installed on the laptops provided to them to facilitate roll out. Technical support visits are ongoing to ensure that the M and E database is operational especially in Tanzania.

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

### Achievements

- In March, the emergency reporting officer facilitated a session on planning and reporting in emergencies during the RDRT training in Mwanza, Tanzania. Moreover, Planning support missions were conducted in Rwanda and Tanzania Red Cross Societies in June.
- All plans and programme updates were posted on the Federation website by the deadline.
- At the request of Somalia Red Crescent Society, 2 PMER staff conducted PMER training for staff and volunteers in Somaliland in October 2009.
- During the reporting period, an annual review meeting reflecting on the achievements and gaps during 2008 was held. The lessons learnt were shared and incorporated in 2009 programming. Quarterly and midyear review meeting were held to track progress in relation to the 2009 Zone plan.
- The annual PMER shared learning meeting was held in December 2009 in Kampala, Uganda. The meeting brought together 12 out of 14 PMER practitioners at NS level. At the end of the two days meeting, it was agreed that a PMER network be established. Office bearers were elected and an action plan drawn.
- In collaboration with PMER department in Geneva, the Zone PMER hosted a NS pilot training for the planning manual. The NS participated in the training and gave feedback. The final planning manual has been published by Geneva and is also available on FedNet.

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

#### Achievements

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

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

#### Achievements

- A total of 127 reports were published on the web and sent to the donors 55 DREFs and emergency appeal reports; and 72 pledge based reports have been sent to the donors. Overdue reports were 3 by end of December.
- There is an ongoing proof-reading, quality control and editing of appeals/reports before posting on the web. The new templates for both the DREF and EA as well as PBR reports were shared by Geneva PMER and are currently being utilised.

#### Constraints or challenges

- Timeliness in reporting remains a challenge for most NS and some regional departments not submitting the required reports in time. However, to overcome this problem, Zone PMER shares the list of overdue reports twice a month with the respective departments and country representatives. As well, a list of upcoming deadlines is also being shared. Bi-weekly meetings chaired by the Regional Representative are held with DM, finance and resource mobilisation to assess progress being made to clear the due reports and lay strategies for the upcoming deadlines. This has reduced the number of overdue reports.
- The M&E systems development for TRCNS is not on course despite the numerous trainings and follows ups that have been carried out. Discussions are currently ongoing with the HSS departments and TRCNS to re-strategize.
- Due to low funding levels of the 2009 country plans, many NS were not interested in identifying their priorities for plan 2010-2011 therefore they did not want to be engaged during the planning process. It is hoped that a more meaningful planning process will be adopted in the future.

## Principles and Values

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

#### Achievements:

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

### Constraints or challenges

- The volumes of images and photos sent to Geneva have not been utilized to their maximum potential in the photo gallery. Some articles sent have also not been posted, (about six on the Horn of Africa Food Security Crisis). Preparations were made but financial and time constraints could not allow for a proper launch.

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

### Achievements

- Training documents were shared in English and French with different NS for them to implement their activities. So far, most of the NS have officially launched the campaign for the World RC and RC day and its activities are aligned with the campaign.
- Coaching missions for Rwanda and Ethiopia were successful. In Rwanda, the mission was in governance and Management while in Ethiopia it was under the Horn Africa Appeal in which the Communications Manager worked together with the Communications counterparts in ERCS and trained them in media relations and management as well as production of joint articles.
- African Weekly media analysis led to enhanced cooperation and it highlighted stories relevant to the Red Cross and Red Crescent work.
- The developed Eastern Africa briefing packs promoted external relations and supported general resource mobilization activities.
- The communications unit was very active in preparing for and supporting communications activities during the General Assembly held in November 2009.

### Constraints or challenges

- Lack of translation for francophone NSs has resulted in delayed reports by some NS and PNS and there is low correspondence when gathering information.
- Due to financial constraints, it was not possible to recruit a communications officer for the Zone office. At the moment the office has additional support of a Communications Assistant, who has been in the office since November.

## Resource Mobilization (RM)

### Outcomes

- Capacity of the 14 NS to mobilize and generate resources both domestically and internationally to ensure reduced external donor dependency enhanced.
- Increased (major) sources of funding for annual plans and emergency appeals for the Eastern Africa.
- Knowledge management and data analysis tools, systems and procedures in resource mobilization in place and functional.
- Strengthened coordination and networking between Geneva, Zone, NS and other stakeholders for more effective global, regional and domestic RM.

### Achievements

- Between June and October 2009 the RM unit was temporarily reinforced with a locally recruited RM manager who became responsible for the pledge management and follow up on donor reporting. Therefore, during those months, more support could be given to those NSs that requested assistance. During the Annual Eastern Africa RC - Net workshop for OD and RM in Rwanda, the RMC was invited to give a participatory presentation on RM current trends and donor-relationship management. This presentation was followed by groups work and plenary discussions on the way forward. RM played a significant role several proposal writing sessions with KRCS and Somalia RC. All submitted applications were successful (e.g. ECHO, Japanese Government).
- Relations with the World Bank have been further built on and a new two-year proposal (USD 1 million) was submitted. New partnerships with the Japanese Government and Austria Governments have been established supporting DRR and early warning activities in Kenya and Somalia. The partnership with DFID continued successfully with longer-term funding perspectives for the Eastern Africa regional programmes. Relations with our movement partners were further strengthened prioritizing timely reporting, regular and transparent communications and info sharing through monthly PNS meetings for those partners based in Nairobi and via email with the other partners. Much effort was put on information sharing with representatives from ECHO and EU in Nairobi.

- A helpful tool for pledge management and donor analysis was developed based on all received pledges for the EA zone. Useful analysis and coordination tools for EU and ECHO partnerships were provided by EU/RC office in Brussels and RM colleagues in Geneva
- A first global RM workshop was organised in January 2009 bringing the Geneva based colleagues and regional RMC's together which resulted in a first draft work plan.

#### Constraints or Challenges:

- Dissatisfactory achievements in the support of involved NSs due to i) lack of capacity RM unit East Africa to facilitate and coach the development of RM plans together with the involved NSs; ii) lack of helpful guidelines, a global overall RM strategy as a guidance for the development and implementation of national RM strategies, or supporting learning tools; iii) no clarity about RM (focal) persons within the involved NSs; iv) restructuring of the Africa zone had its impact on committed planning, implementation and follow up;
- Dissatisfactory donor coverage of annual appeals as well as emergency appeals due to i) too ambitious management budgeting for the EA zone and country plans despite the low coverage of equally high budgets in 2007 and 2008 which resulted in again 50 percent coverage of the Annual Plans and budgets of 2009; ii), roles of RM at zonal as well as at global level not well defined; iii) Restructuring process of the Africa Zone affected some of the traditional support from movement partners; iv) Scattered RM approaches with too high expectations of Zone RM capacity; v) IFRC planning's exercises with NSs for the annual plans development not well coordinated with our movement partners resulting in lack of ownership of NSs, confusion among partners; vi) the insisting trend of increased bilateral support from our traditional donors; vii) apparent decreasing interest trend of back donors in Africa and in particular the Horn of Africa (donor fatigue);viii) global economical crisis impact on traditional donors.
- Lack of effective RM tools, knowledge sharing, data analysis, exchange of best practises, delay in the development of a comprehensive global RM strategy.

#### Recommendations

- It is recommended to organise constructive, participatory planning exercises based on each of the NS country analysis and future visions with all Movement partners involved.
- NSs continuously to be encouraged and coached to fund-raise in-country and to also profile themselves more by being more accountable to their partners within and without the Movement through timely and quality reporting and proper financial management as well as ensuring that they have proper governance and management structures in place.
- Realistic and feasible budgeting of annual plans based on thorough analysis and trends of the last year's coverage.
- RM units, at global as well as at zonal and regional level well embedded in the IFRC structures with strong cooperation with project management, reporting and finance.
- Intensified development of innovative concept notes and proposals for projects within the context of regional and country plans.
- Clear role divisions between RM Geneva, Zones, Regional and stronger cooperation and support.
- Stronger Movement coordination at zonal, regional and country level.
- More regular information sharing with movement partners as well as external partners through monthly newsletters at global, zonal and country level.

## Working in partnership

The Zone worked with various partners throughout the year. The WatSan unit has had effective partnership coordination with the NS including PNS within the zone. This has been very effective in NS specifically Kenya and Eritrea where we have current European Union Water Facility projects under implementation. PNS particularly the Netherlands, Finnish, Austrian have had commendable support from the unit that has realised support missions to their programme field sites and also on formulation of WatSan guidelines. In implementing the TB/HIV and the Family Health and Home Based Care (FHHBC) and ART projects the KRCS worked in collaboration with the Ministry of Health through: training Ministry of Health service providers, using the Ministry of Health facilitators for the NS workshops. The NS also referred clients to Government supported VCT and ART and TB facilities. H2P project encourages the NSs to work with the local partners to respond effectively and efficiently. Uganda and Ethiopia established the partnership with CARE, international Rescue committee, and project concern international. This enables these countries to scale up the roll out of preparedness activities into the communities.

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

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

## Contributing to longer-term impact

Following the Master Facilitators training in the revitalised CBHFA in action for both Francophone and Anglophone NSs lessons learnt workshop was held in Jakarta in October bringing together all Global NSs. This workshop reviewed the strategies and indicators proposed by NS for the implementation of community based activities and suggested areas for Global and Regional support. The key of which was to provide guidance on the roll out of the CBHFA tools. The WatSan unit worked closely with the DM department as WatSan is a key component in the RDRT and NDRT and its training. There will be increased peer to peer learning and activities among the NS's and Continued PHAST and PHASTER trainings. As part of the sustainability of the programme the H2P component will be integrated into CBHFA, Avian and Human influenza is already featured into the CBHFA manual. There is also continued support and collaboration with the DM team.

The activities implemented under the OD programme offered an opportunity for young people to make a global commitment under the theme "Youth on the move. Doing more, Doing better, Reaching further", which stresses the call to action to face new humanitarian challenges, be better prepared, increase the number of youth volunteers, improve youth programmes and be closer to the communities to improve the lives of more vulnerable people. During the implementation of various programmes in Eastern Africa, the need to come up with the best suitable development approach has always been emphasised. This is because development stagnates soon after the phasing out of the partnerships. As the strength of a NS is dependent on its branch network, most NS have been able to use the youth to strengthen their branches for program sustainability. There is need for exploration of case stories in order to enhance experience sharing. Most tolls are suitable for specific situations and thus experience sharing would be crucial.

In 2009, PMER unit continued striving to enhance skills and capacity of NS staff through training workshops, exchange programmes and peer reviews. To promote knowledge sharing and learning a shared learning network meeting was held in November; through the network, greater linkages have been built, and knowledge and experiences on key PMER issues consolidated and disseminated to NS, the Zone and partners.

## Looking ahead

Regional networks have proved to be a forum where experiences can be shared among NSs. The regional office will therefore continue promoting learning within the wider RC-NET and its working groups (DM, Health, and OD/RM) and the PMER network. Youth form the bulk of the volunteer base of NSs in Eastern Africa. As such, they are not just leaders of tomorrow but can use their collective strength to bring positive changes in their respective NSs. The programme support gave birth to the East African Youth Network which perhaps is the best opportunity for knowledge sharing, and peer support. The region will consider future support to build on the achievements and to support the youth in the implementation of their Plan of Action. The UN has declared the year 2011 as the International Year of Volunteers hence OD work will focus on supporting the NSs to prepare in advance and engage locally and regionally and act as a focal point and give guidance, support and coordination. To facilitate the establishment of youth structures in the NSs, OD will support the revision of volunteer policy and code of conduct as recommended in the 2009 General Assembly. The collection of good practices to share amongst NSs will be a priority in the future.

The 17th session of the General Assembly of the IFRC held in November 2009 in Kenya, adopted Strategy 2020, which is built upon the new strategic thinking and designed to better prepare Red Cross and Red Crescent NS to effectively address the humanitarian challenges of the coming decade. Through its hubs, positioned in Dakar and Nairobi and coordinated from the Zone office in Johannesburg, the IFRC will actively sustain the implementation of disaster management (DM) and health programmes and enhance technical support in reporting and financial management in Africa. In 2010, the former East Africa Zone will transition into a regional office geographically covering six countries (Kenya, Uganda, Tanzania, Burundi, Rwanda and Ethiopia).

**All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.**

The IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

## Contact information

For further information specifically related to this report, please contact:

- **In Kenya:** Eastern Africa Regional Office: Dennis Johnson, Ag. Regional Representative for the Eastern Africa Office, Nairobi: Email: [dennis.johnson@ifrc.org](mailto:dennis.johnson@ifrc.org); telephone: +254.20.283.51.17.
- **In IFRC Africa Zone:** Dr Asha Mohammed, Head of Operations, Johannesburg; phone: +27.11.3039700; Email: [asha.mohammed@ifrc.org](mailto:asha.mohammed@ifrc.org)

*For pledges towards the plans:*

- **In IFRC Africa Zone:** Laurean Rugambwa; Resource Mobilisation Coordinator, Johannesburg; E-mail [zonerm.southafrica@ifrc.org](mailto:zonerm.southafrica@ifrc.org); Phone: Tel: +27.11.303.9700; Fax: +27.11.884.3809; +27.11.884.0230

*For Performance and Accountability (planning, monitoring, evaluation and reporting) enquiries:*

- **In IFRC Africa Zone:** Theresa Takavarasha; Performance and Accountability Manager, Johannesburg; Email [terrie.takavarasha@ifrc.org](mailto:terrie.takavarasha@ifrc.org); Phone: Tel: +27.11.303.9700; Fax: +27.11.884.3809; +27.11.884.0230

# International Federation of Red Cross and Red Crescent Societies

MAA64001 - East Africa zone

Annual Report 2009

Selected Parameters	
Reporting Timeframe	2009/1-2009/12
Budget Timeframe	2009/1-2009/12
Appeal	MAA64001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>A. Budget</b>	<b>1,783,829</b>	<b>1,425,604</b>	<b>461,845</b>	<b>21,390</b>	<b>1,096,316</b>	<b>4,788,984</b>
<b>B. Opening Balance</b>	<b>41,072</b>	<b>31,267</b>	<b>206,805</b>	<b>10,610</b>	<b>80,372</b>	<b>370,126</b>

### Income

#### Cash contributions

American Red Cross (from FedEx Services)	63,640					63,640
British Red Cross	346,666	70,696		0	0	417,363
Burundi Red Cross					496	496
Comoros Red Crescent					499	499
Danish Red Cross					2,560	2,560
Danish Red Cross (from Danish Government)					36,825	36,825
DFID Partnership grant	232,389		27,025		40,054	299,468
Djibouti Red Crescent					0	0
Eritrea Red Cross					525	525
European Commission, Europe Aid		221,955				221,955
Finnish Red Cross					15,540	15,540
Finnish Red Cross (from Finnish Government)					0	0
French Government		-0				-0
Icelandic Red Cross				-0		-0
Japanese Red Cross		109,842	65,842			175,684
Kenyan Red Cross					1,023	1,023
Madagascar Red Cross					500	500
Mauritius Red Cross					495	495
Netherlands Red Cross	0	7,532			0	7,532
Netherlands Red Cross (from Netherlands Government)	27,073		579			27,651
Norwegian Red Cross		3,294	3,294		0	6,589
Norwegian Red Cross (from Norwegian Government)	63,197	29,649	29,649		0	122,495
Other	1,023					1,023
OXFAM		0				0
Seychelles Red Cross					497	497
Somali Red Crescent					500	500
Sudanese Red Crescent					500	500
Sweden Red Cross (from Swedish Government)	43,736	151,995	62,659	7,360	127,204	392,953
Swedish Government				0		0
Uganda Red Cross					500	500
Unidentified donor	-755	44,047	-579			42,713
<b>C1. Cash contributions</b>	<b>776,968</b>	<b>639,011</b>	<b>188,470</b>	<b>7,360</b>	<b>227,718</b>	<b>1,839,527</b>

#### Outstanding pledges (Revalued)

British Red Cross	7,226					7,226
Burundi Red Cross					-508	-508
Danish Red Cross					-2,615	-2,615
Danish Red Cross (from Danish Government)					-37,611	-37,611
Ethiopian Red Cross					500	500
European Commission, Europe Aid		75,748				75,748
Finnish Red Cross					-15,540	-15,540
Netherlands Red Cross (from Netherlands Government)	22,318					22,318
Sudanese Red Crescent					-486	-486
Sweden Red Cross (from Swedish Government)					-5,435	-5,435
Uganda Red Cross					-489	-489

# International Federation of Red Cross and Red Crescent Societies

MAA64001 - East Africa zone

Annual Report 2009

Selected Parameters	
Reporting Timeframe	2009/1-2009/12
Budget Timeframe	2009/1-2009/12
Appeal	MAA64001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

<b>C2. Outstanding pledges (Revalued)</b>	<b>29,544</b>	<b>75,748</b>			<b>-62,184</b>	<b>43,108</b>
<b>Income reserved for future periods</b>						
<i>British Red Cross</i>						<i>-7,226</i>
<i>European Commission, Europe Aid</i>						<i>-33,830</i>
<b>C3. Income reserved for future periods</b>	<b>-7,226</b>	<b>-33,830</b>				<b>-41,056</b>
<b>Inkind Personnel</b>						
<i>American Red Cross</i>	<i>48,980</i>					<i>48,980</i>
<i>Spanish Red Cross</i>		<i>48,980</i>				<i>48,980</i>
<i>Sweden Red Cross</i>					<i>102,000</i>	<i>102,000</i>
<b>C5. Inkind Personnel</b>	<b>48,980</b>	<b>48,980</b>			<b>102,000</b>	<b>199,960</b>
<b>Other Income</b>						
<i>Miscellaneous Income</i>			<i>13,055</i>		<i>123,197</i>	<i>136,251</i>
<i>Services</i>					<i>301,797</i>	<i>301,797</i>
<b>C6. Other Income</b>			<b>13,055</b>		<b>424,994</b>	<b>438,049</b>
<b>C. Total Income = SUM(C1..C6)</b>	<b>848,266</b>	<b>729,909</b>	<b>201,524</b>	<b>7,360</b>	<b>692,528</b>	<b>2,479,588</b>
<b>D. Total Funding = B + C</b>	<b>889,339</b>	<b>761,176</b>	<b>408,329</b>	<b>17,970</b>	<b>772,900</b>	<b>2,849,714</b>
<b>Appeal Coverage</b>	<b>50%</b>	<b>53%</b>	<b>88%</b>	<b>84%</b>	<b>70%</b>	<b>60%</b>

## II. Balance of Funds

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>B. Opening Balance</b>	41,072	31,267	206,805	10,610	80,372	<b>370,126</b>
<b>C. Income</b>	848,266	729,909	201,524	7,360	692,528	<b>2,479,588</b>
<b>E. Expenditure</b>	<i>-770,145</i>	<i>-743,710</i>	<i>-403,681</i>	<i>-16,829</i>	<i>-554,249</i>	<b>-2,488,614</b>
<b>F. Closing Balance = (B + C + E)</b>	119,193	17,466	4,648	1,141	218,651	<b>361,100</b>

# International Federation of Red Cross and Red Crescent Societies

MAA64001 - East Africa zone

Annual Report 2009

Selected Parameters	
Reporting Timeframe	2009/1-2009/12
Budget Timeframe	2009/1-2009/12
Appeal	MAA64001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure						TOTAL	Variance
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination			
A		B						A - B	
<b>BUDGET (C)</b>		<b>1,783,829</b>	<b>1,425,604</b>	<b>461,845</b>	<b>21,390</b>	<b>1,096,316</b>	<b>4,788,984</b>		
<b>Supplies</b>									
Shelter - Relief	50,000							50,000	
Medical & First Aid	25,000	51					51	24,949	
Other Supplies & Services			49	697			746	-746	
<b>Total Supplies</b>	<b>75,000</b>	<b>51</b>	<b>49</b>	<b>697</b>			<b>797</b>	<b>74,203</b>	
<b>Land, vehicles &amp; equipment</b>									
Computers & Telecom	4,000	1,378		2,034		24,281	27,692	-23,692	
<b>Total Land, vehicles &amp; equipment</b>	<b>4,000</b>	<b>1,378</b>		<b>2,034</b>		<b>24,281</b>	<b>27,692</b>	<b>-23,692</b>	
<b>Transport &amp; Storage</b>									
Storage		8,761	10,677		287	211	19,935	-19,935	
Distribution & Monitoring		6,485				258	6,743	-6,743	
Transport & Vehicle Costs	84,456	20,305	10,268	3,330	8,522	9,168	51,592	32,864	
<b>Total Transport &amp; Storage</b>	<b>84,456</b>	<b>35,550</b>	<b>20,945</b>	<b>3,330</b>	<b>8,808</b>	<b>9,636</b>	<b>78,270</b>	<b>6,186</b>	
<b>Personnel</b>									
International Staff	817,890	312,817	96,446	1,611	-1,146	196,194	605,922	211,968	
Regionally Deployed Staff	79,600	-13,798					-13,798	93,398	
National Staff	463,234	57,742	117,003	24,131		55,082	253,957	209,277	
National Society Staff			21	9,458		153	9,633	-9,633	
Consultants	210,200	22,659	8,492	12,703		713	44,567	165,633	
<b>Total Personnel</b>	<b>1,570,924</b>	<b>379,421</b>	<b>221,963</b>	<b>47,902</b>	<b>-1,146</b>	<b>252,143</b>	<b>900,282</b>	<b>670,642</b>	
<b>Workshops &amp; Training</b>									
Workshops & Training	993,475	127,126	75,428	37,956		16,778	257,288	736,187	
<b>Total Workshops &amp; Training</b>	<b>993,475</b>	<b>127,126</b>	<b>75,428</b>	<b>37,956</b>		<b>16,778</b>	<b>257,288</b>	<b>736,187</b>	
<b>General Expenditure</b>									
Travel	481,640	48,210	43,301	109,028	4,224	41,013	245,775	235,865	
Information & Public Relation	81,500	5,367	7,190	20,836	767	1,810	35,971	45,529	
Office Costs	581,724	11,242	9,954	6,788		32,244	60,227	521,497	
Communications	39,400	3,187	6,099	2,339	35	5,777	17,437	21,963	
Professional Fees	12,000	11,288	1,229	191		8,371	21,079	-9,079	
Financial Charges		-11,937	88	257		145,960	134,368	-134,368	
Other General Expenses	48,051	1,873	1,967	926	5,953	10,769	21,489	26,562	
<b>Total General Expenditure</b>	<b>1,244,315</b>	<b>69,230</b>	<b>69,830</b>	<b>140,365</b>	<b>10,979</b>	<b>245,943</b>	<b>536,347</b>	<b>707,968</b>	
<b>Contributions &amp; Transfers</b>									
Cash Transfers National Societies	210,000	15,646		106,289		13,148	135,082	74,918	
Cash Transfers Others			225,942				225,942	-225,942	
<b>Total Contributions &amp; Transfers</b>	<b>210,000</b>	<b>15,646</b>	<b>225,942</b>	<b>106,289</b>		<b>13,148</b>	<b>361,024</b>	<b>-151,024</b>	
<b>Programme Support</b>									
Program Support	311,284	50,055	32,802	28,572	1,094	29,992	142,516	168,768	
<b>Total Programme Support</b>	<b>311,284</b>	<b>50,055</b>	<b>32,802</b>	<b>28,572</b>	<b>1,094</b>	<b>29,992</b>	<b>142,516</b>	<b>168,768</b>	
<b>Services</b>									
Shared Services	295,530	89,370	97,500	36,000	9,000	27,000	258,870	36,660	
<b>Total Services</b>	<b>295,530</b>	<b>89,370</b>	<b>97,500</b>	<b>36,000</b>	<b>9,000</b>	<b>27,000</b>	<b>258,870</b>	<b>36,660</b>	
<b>Operational Provisions</b>									
Operational Provisions		2,319	-749	536	-11,907	-64,672	-74,472	74,472	
<b>Total Operational Provisions</b>		<b>2,319</b>	<b>-749</b>	<b>536</b>	<b>-11,907</b>	<b>-64,672</b>	<b>-74,472</b>	<b>74,472</b>	
<b>TOTAL EXPENDITURE (D)</b>	<b>4,788,984</b>	<b>770,145</b>	<b>743,710</b>	<b>403,681</b>	<b>16,829</b>	<b>554,249</b>	<b>2,488,614</b>	<b>2,300,370</b>	
<b>VARIANCE (C - D)</b>		<b>1,013,684</b>	<b>681,894</b>	<b>58,164</b>	<b>4,562</b>	<b>542,067</b>	<b>2,300,370</b>		