

Plan 2009-2010



EASTERN AFRICA ZONE

Executive summary

The Eastern Africa Zone covers 14 National Societies (NS) - Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, Sudan, Tanzania and Uganda. The Zone has four country representations in Somalia, Sudan, Eritrea and Ethiopia and two Sub Zones covering the Indian Ocean Islands and East Africa countries.

The Eastern Africa Zone continues to experience major disasters which claim many lives, destroy property and erode the already weak livelihoods of the communities affected. Disasters experienced in the recent past include floods, heavy rains and land slides, cyclones, earthquakes and drought. Conflict and clashes are also common in the region. The disaster management (DM) programmes, in line with Global Agenda 1, will focus on the following outcomes to address some of these challenges: (a) the Zone and NS have structural and human capacities to respond effectively to disasters; (b) the resilience of individuals and communities to mitigate disaster risks is strengthened and their vulnerability reduced; (c) the response to disasters and/or emergencies is effective and timely and recovery is promoted through appropriate livelihood programmes and (d) coordination and networking between Zone and NS is strengthened for effective disaster response and preparedness.

An analysis of the respective Human Development Indicators for the 14 NS in the Zone reveals that the most urgent health needs in the region are HIV and AIDS, maternal and child health and reproductive health. Nine out of 14 countries cited HIV and AIDS as a major developmental challenge although the global HIV and AIDS infection rates are on the decrease. Access to safe water and sanitation remains critical. In line with Global Agenda 2, the health and care programme intends to tackle these challenges by working with NS with a specific focus on three outcomes namely: (a) vulnerability to HIV and AIDS and its impact is reduced through preventing further infection, expanding care, treatment and support, and reducing stigma and discrimination; (b) strengthened water and sanitation (WatSan) programming and emergency response capacities at NS level; and (c) strengthened community and emergency health programming at NS level.

In line with Global Agenda 3, the organizational development (OD) programme aims at increasing the capacity of local communities, civil society and the 14 Red Cross/Red Crescent Societies in the Zone to address the most urgent situations of vulnerability. This will be achieved through a number of inter-related activities geared at building the institutions of the 14 National Societies through a common approach. Support will be NS-specific and will aim at building the capacity of local communities for better service delivery and enhanced programming. OD will therefore focus on the following outcomes:- (a) improved NS leadership capacities to develop and implement strategies, and to ensure good performance and accountability; (b) a nation-wide coverage of grassroots units and services are developed; (c) improved financial sustainability; (d) NS are well functioning organizations with sustainable systems, procedures and staff with desired level of managerial and technical competencies; (e) enhanced Movement cooperation and Operational Alliances; and (f) capacity for programme development and management is developed at all levels.

Corresponding to Global Agenda 3 and Framework for Action areas of improvement 4 and 5¹, the Planning, Monitoring, Evaluation and Reporting (PMER) unit will continue to promote a culture of continuous learning and enhancing capacity for programme development to improve quality, impact and accountability. To achieve this, PMER will focus on the following outcomes: (a) integrated PMER systems and structures in place within NS for more effective and efficient management of programmes; (b) skills and capacity of NS and Zone units enhanced to deliver quality programmes; (c) improved understanding of the key programming elements in the core Federation programmes by National Societies and Zone staff; and (d) increased compliance to donor reporting requirements among NS and the Federation Secretariat staff.

In Eastern Africa, the communication manager is also the focal person for Principle and Values. This arrangement corresponds to the structures of national societies in the Zone and is partly related to financial resources, partly to the interconnection between the two areas. During 2009-2010 the Zone will continue focussing on strengthening the capacities of NS communications departments through various means and profiling the Federation and its member societies in the region. The unit will focus on achieving these outcomes: (a) the Zone and NS have structural and human capacity to profile effectively, internally and externally, IFRC/NS operations and activities; (b) increased communications capacity of NS, (c) improved understanding of Red Cross and Red Crescent actions; and (d) the Zone and NS have sustainable resource mobilisation initiatives to deliver effective programmes and services. In parallel, the unit will engage the Zone network in a process aimed at exploring the humanitarian values domain and identify particular activities that national societies would prefer to develop.

Target Population

The Eastern Africa Zone will support all the 14 NS in the Zone. Beneficiaries of the programmes include the targeted vulnerable communities as well as National Societies. The primary beneficiaries of Zone support are National Society staff and volunteers, whereas tailor-made trainings will be given to specific National Societies, such as in Participatory Hygiene and Sanitation Transformation (PHAST) and community management training, other trainings such as blood donor, community-based first aid (CBFA) will target all the 14 National Society staff, with at least each contributing one staff and or volunteer. The direct beneficiaries of the DM programme are approximately 30 staff in the 14 NS. The OD programme will work with the 14 NS as well as with other departments in the Zone in defining an integrated and coordinated approach to National Societies organizational development and capacity building. The communications programme will target 14 NS in its communications capacity building plans, in addition to providing tailored support for the Principles and Values component of NS from Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Somalia and Sudan. PMER will target programme staff in the Zone/Sub Zone departments and the 14 NS. Special attention will be given to Rwanda, Ethiopia, Uganda, Madagascar, Comoros, Burundi and Tanzania NS which have developed PMER action plans and established PMER departments and/or PMER focal persons.

The total 2009-2010 budget is CHF 8,325,783 (USD 7,610,405 or EUR 5,303,046).

[<Click here to go directly to the attached summary budgets of the plan>](#)

Context

According to the Human Development Report (UNDP², 2007/2008), most countries in the Eastern Africa Zone are ranked as having medium and low human development indices with the exception of Seychelles and Mauritius which have high human development indices of 0.843 and 0.804 respectively. Countries which have medium human development indices include: Comoros (0.561), Madagascar (0.533), Sudan (0.526), Kenya (0.521), Djibouti (0.516) and Uganda (0.505). Countries in the Zone with low human development indices include: Eritrea (0.483), Tanzania (0.467), Rwanda (0.452), Burundi (0.413), Ethiopia (0.406) and Somalia (0.221). The majority of populations in these countries live below

¹ Improving Planning, Performance and Accountability, Source: Federation of the Future.

² United Nations Development Programme

the poverty line with 7 of the 14 countries having 50 to 68 per cent of their population living under USD 2 and 1 per day³. Disasters, health needs in relation to HIV and AIDS, maternal and child health and reproductive health as well as the rising numbers of cases of multi-drug resistant tuberculosis (MDR-TB), acute watery diarrhea (AWD), cholera, measles, malaria and polio pose a serious threat to life among the most vulnerable in the Zone. The Zone will address these needs through disaster management, health and care, organizational development as well as Principles and Values programmes.

The DM programme's vision for the Eastern Africa Zone NS is to build up well-prepared, stronger, more efficient NS, able to reduce risks and respond to the high level of humanitarian demands in the region posed by small and medium scale disasters. In 2009-2010, the DM programme will guide NS in the region to align themselves further to Strategy 2010, the Hyogo Framework for Action (FfA) as well as the Millennium Development Goals (MDG), as they develop or review their DM and food security strategies. Food security will be high on the programme agenda for NS in the Eastern Africa Zone in line with the Algiers Plan of Action (APoA 2004). NS disaster risk reduction programmes will also be reinforced as potential and sustainable solutions for improving community resilience capacities and coping with climate change

With regard to response interventions, the disaster management unit will seek to build up a stronger regional response capacity incorporating revised regional disaster response team (RDRT) and national disaster response team (NDRT) mechanisms and utilizing the latest tools for assessment, relief programming and coordination.

The Zone health and care support unit will continue to strengthen the capacities of NS staff and volunteers in health and care programming activities within the 14 National Societies to rapidly and effectively respond to reduce the number of deaths, illnesses and impact from diseases and public health emergencies. This is within ARCHI Strategy and APoA priorities. The programme will mainly focus on technical support to National Societies with the aim to reduce vulnerability to HIV and AIDS and its impact through preventing further infection, expanding care treatment and support and reducing stigma and discrimination. In public health, the focus will be on building National Society capacities in emergency health/epidemic surveillance and response. Water and sanitation (WatSan) remains a serious challenge, especially in the rural areas where the vulnerable groups live, the lack of safe WatSan services and good hygiene behaviour has exposed many communities to preventable diseases, such as the re-emergence of AWD and cholera in areas hitherto considered free from such epidemics.

The emerging challenges in HIV and AIDS, public health, water and sanitation will therefore require a more targeted approach to deal with the chronic needs using existing RC/RC tools such as CBFA *In action* as well as a strategic disaster preparedness programme to deal with the acute complex needs. The recently launched Global Alliance on HIV and AIDS in February 2008 and the ongoing Global Water and Sanitation Initiative (GWSI) launched in 2005 are but some of the examples that will be the means to achieving scaled up capacities for longer-term activities within the National Societies and Zone health programmes. The unit will continue to work closely with the other programmes such as DM, PHV, OD and PMER to enhance and foster an integrated programme 'packaging' to ensure better value to National Society programming. The health and care unit will also continue to play its Secretariat role for the RC working group on Health and Care, a working group that has always set priority agenda for dealing with health challenges of concern, but also forming an essential linkage to the other RC-NET working groups.

As a membership organization, the Federation's work is based on the capacities of its member NS. Strategy 2010, the Federation's Framework For Action and Global Programme for Africa (GPA) – a capacity building strategy for Africa in order to *"provide an enabling framework to mobilise resources and enhance capacities to scale-up coverage, quality, and impact of the programmes, in line with the*

³ www.nationmaster.com

priorities set in the APoA guided by the Federation's Global Agenda – will all govern the implementation of the capacity development programme.

In Eastern Africa, the organizational development programme aims at mainstreaming capacity building among NS to ensure guidance on and common understanding of OD and its importance in relation to service delivery and programming. It also seeks 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. In 2009-2010, technical support will mainly focus on the development of: governance and management capacities, volunteers, youth and grassroots structures, and of sustainable human resources, finance and communications, systems. It is expected that these interventions, to be undertaken in an environment of enhanced movement cooperation and operational alliances, will have an impact on the overall delivery of services to the most vulnerable communities.

Whenever possible, and in line with the Framework for Action's resource mobilization area, the programme will utilize the skills and experience of NS within the region to strengthen capacity building through peer visits and experience exchange. In-country consultants are also an important resource which requires further exploration. Furthermore, the programme will promote knowledge sharing and learning as well as standards and accountability among NS, delegations and bilateral PNS operating in the region. In addition to playing a role in the overall promotion of Movement cooperation and operational alliances, the OD unit will continue to be the Secretariat to the RC-Net. It will also support the work of the OD working group and the Lake Victoria Programme initiative. The OD coordinator will represent the Zone in the organizing committee for the General Assembly and Council of Delegates meeting scheduled to take place in Nairobi in 2009.

While the work of the communications unit will be guided by the Global Agenda goals, the Framework for Action's relevance in the provision of communications support and services to NS is seen as equally important with the emphasis on tailored support and programme integration. The Eastern Africa Zone Communications Forum- a working group of RC-Net can become a more effective vehicle for building a culture of communications and promoting humanitarian values among the fourteen member societies. A Zone communications framework, developed in 2006, has been 'translated' into national strategies and policies guiding the communications work of a number of NS. This will continue in 2009-2010. While detailed tailored skills and capacity building support has been requested by the NS communicators and senior managers funding will determine to what extent this support can be provided.

In 2009-2010, emphasis will be put on motivating and enabling NS communicators to produce and deliver timely communications products that will place the Red Cross/Red Crescent at the forefront of the news agenda. Tailored skills and capacity-building support according to requests by the NS communicators and senior managers during a meeting of the Communications Forum in mid-2007 will also be implemented, provided funding will be forthcoming. Particular attention will be given to providing membership communications support and services to NS. Aspects of the Framework that will be taken into account include ensuring that NS communications strategies and policies are in line with the Global Strategy and Zone Communications Framework; increased cooperation and information sharing among NS in the Zone; Communications Forum Secretariat responsibilities gradually taken over by NS; integration of communications and advocacy work in NS programmes; and regional NS are able to initiate sustainable resource mobilization activities.

The growing recognition of the need for effective planning, monitoring, evaluation and reporting mechanisms to achieve the Global Agenda goals and to demonstrate results cannot be over emphasized. As such, the Zone is promoting effective PMER at Secretariat and NS levels. In 2007, comprehensive PMER capacity assessment facilitated by Geneva PMER department was conducted in 5 of the 14 NS in the Zone. The capacity assessment enabled the National Societies of Burundi, Rwanda, Uganda, Ethiopia and Tanzania to design action plans that would address the gaps identified. Among others, the NS identified the following needs: strengthening their capacity in PMER, development of PMER guidelines and tools, development of M and E plans for their strategic plans and development their PMER systems. Based on this, in 2008 the Zone PMER unit is focusing on addressing some of these gaps through PMER capacity building initiatives in Rwanda, Burundi and Ethiopia. With availability of funding the unit will extend the capacity support to other NS in the Zone.

In 2009-2010, the Zone will continue to focus on improvement in programme quality through effective planning, monitoring, evaluation and reporting mechanisms with a focus on results. This will be complemented by a strong accountability framework, beginning with our accountability to effectively meet the needs and priorities of vulnerable people through quality programmes; accountability to stakeholders to demonstrate transparent and efficient utilisation of resources and to ourselves, to comply with our mutual obligations towards a well-functioning Zone. The PMER unit will continue working in close collaboration with other Zone programme units and the Finance Unit.

Zone priorities and current work with partners

The Eastern Africa Zone is currently working with Movement partners including the American Red Cross, Arab Secretariat, Austrian Red Cross, Belgian Red Cross (Flanders), British Red Cross, Canadian Red Cross, Cyprus Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, German Red Cross, Hellenic Red Cross, Japan Red Cross, Iran Red Crescent, Italian Red Cross, Netherlands Red Cross, Norwegian Red Cross, Qatari Red Crescent, Saudi Red Crescent, Spanish Red Cross, Swedish Red Cross, Swiss Red Cross, the ICRC and external partners such as the British Government's Department for International Development (DfID), the United Nations Children's Fund (UNICEF) and World Bank. The Zone will maintain existing partnerships and continue to explore working with more Red Cross movement Partners and external partners.

The DM unit will promote and build partnerships inside and outside the Movement to facilitate NS community-based risk reduction programmes, disaster preparedness planning and disaster response. Joint planning initiatives will be encouraged between Operating National Societies (ONS), PNS, Sub-Zone delegations, country representations and, where possible, ICRC. Regional meetings will form the basis for information sharing and networking. The existing RC-NET DM and the food security working group (FSWG) will be reviewed and strengthened as a vehicle for networking within the movement. The RC-NET working groups and bi-annual meetings will continue to be instrumental in defining strategic areas for focusing Zone technical support to NS. The DM unit will enhance its collaboration with the Indian Ocean Regional Intervention Platform (PIROI⁴) and strengthen other networking initiatives with inter-agency working groups (IAWGs) (IAWG on DM, Food Security and Nutrition), International Strategy for Disaster Reduction (ISDR), Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP) for the benefit of NS within the region. The unit will in the process, identify potential risks and advocate for interventions to the international community on behalf of the affected communities. NS will be encouraged to network among themselves and with other stakeholders to enhance information sharing and collaboration in disaster management.

The health and care priorities are clearly defined within the global health and care strategy, under the six strategic directions; capacity building, social mobilization, partnerships, health in emergencies, advocacy and community empowerment. In tandem with Global agenda 2, National Society needs will be supported in a tailor-made approach to meet specific needs. Working with other programme units such as OD, a coherent package will be developed such as in the areas of intensified capacity building, to ensure that as institutional capacities are built, equal but measured health programmes are initiated to profile National Societies. Given the emerging public health emergencies, particular attention will be given to building geographic and sector specific stocks to meet needs. Strategic stocks in Public Health and WatSan at Zone level and national level have proved an essential tool for rapid response. The stock strength and composition will continuously undergo review at Zone level, with National Societies encouraged to maintain similar capacities in health as has been the practice for relief items. Staff capacities to match material stocks will be developed, with appropriate training and simulations to maintain a state of readiness for deployment.

Existing partnerships will be strengthened, with new ones being developed mainly with PLHIV associations, the World Health Organization (WHO), East Africa Roll Back Malaria Net Work (EARN). Existing regional fora, such as the Regional Health Emergency Group (RHEG), Water and Environmental Sanitation Coordination (WESCORD), Water, sanitation and hygiene (WASH) Cluster will be part of the forums the unit will continuously engage in to enhance regional information sharing

⁴ In French Plate-forme d'Intervention Régionale pour l'Océan Indien (PIROI)

mechanism. Partnerships with other organizations such as UNICEF and other WASH and Health Cluster Members will be encouraged, as was well demonstrated in Sudan when UNICEF was part of a WatSan disaster response training with SRCS and Federation building on a preparedness plan. National Society staff will be sensitized and trained so that components of Psychosocial support, HIV and AIDS related to disaster response will be mainstreamed in disaster response to ensure that a wholesome package of needs are not only identified, but that specific response is provided to communities

The buy-in of governance and management to the specific areas of support is a prerequisite to the effective delivery of membership services in the areas of Organizational Development and Capacity Building. Therefore close collaboration and dialogue with NS as well as ICRC and PNS will be sought in addressing OD issues in selected Societies in the region. The RC-NET structure will be utilized in dissemination and dialoguing with National Societies' senior leadership within governance and management to ensure informed participation in the global dialogue in relation to the global agenda, the new operating model and international cooperation and the performance and accountability framework. Special emphasis will be placed on the provision of governance support to the Federation's leadership through the representatives of NS in the region who are on the Federation's Governing Board and constitutional commissions. The Zone will also host the General Assembly and Council of Delegates in Kenya scheduled for November 2009. These events present capacity building and fundraising opportunities for the NS.

During the Global Communications Forum held in Washington in April 2008, the Eastern Africa Zone submitted a proposal to organize the 2009 Communications Forum in Nairobi. The proposal was unanimously supported by participants from 60 NS and later endorsed by the Federation's Governing Board. The Zone office, in collaboration with Kenya Red Cross Society and the Geneva Communications Department will play a leading role in organizing the meeting. The Eastern Africa Zone Communications Forum – with its own working group within the RC-NET will continue to be an effective vehicle for promoting communications and Humanitarian Values work in the 14 National Societies. The Zone communications framework, developed in 2006, is being 'translated' into national strategies and policies guiding the NS communications work.

The communications unit will strengthen its good working relationship with the Foreign Correspondents' Association (FCA) of Eastern Africa – to help profile both the National Societies and the International Federation as an important humanitarian partner in the region. The relationship between the Zone office and ICRC delegations in the region continues to be productive and increase the cohesion of the Movement's work and profile. Organized cooperation between the Zone and Partner National Societies operating in the region will be pursued in earnest, as this area has not been fully exploited.

Zone programmes in 2009-2010

Disaster Management

a) The purpose and components of the programme

Programme purpose⁵
Global Agenda Goal 1: Reduce the number of deaths, injuries and impact from disasters

The disaster management programme budget is CHF 2,832,471 (USD 2,589,096 or EUR 1,804,122).

Programme component 1: DM planning and organizational preparedness
Component outcome: The Zone and National Societies have structural and human capacities to respond effectively to disasters.
Outputs:

⁵ In this plan, 'purpose' is defined as 'the publicly stated objectives of the development programme or project'. Source: OECD-DAC glossary.

- At least 40 trained and competent RDRT members are available for deployment with necessary equipment.
- Five (5) NDRT are trained and material capacity is assessed and equipped.
- 5 NS contingency plans are completed.
- 1 regional (East Africa, Horn of Africa or Indian Ocean Islands) contingency plan is completed
- DM policy and strategy documents are available for 6 NS.
- Logistics plan and capacity are in place according to contingency plans for 5 NS and Zone.
- International Disaster Response Laws (IDRL) adopted by at least one pilot country.

Programme component 2: Community preparedness/Disaster risk reduction

Component outcome: Improved resilience of individuals and communities to mitigate disaster risks.

Outputs:

- Vulnerabilities and capacities of communities are identified by NS.
- Community-based disaster risk reduction contingency plans are developed by target NS.
- Community-based longer-term food security programmes are developed and implemented in five NS.
- Climate change adaptation projects are developed and implemented by NS.
- Community-based disaster risk reduction programmes are developed and implemented.
- Appropriate policies, strategies and training tools for food security, climate change adaptation and community disaster risk reduction developed, revised and adopted.

Programme component 3: Disaster response and recovery

Component outcome: Effective and timely response and recovery to the effects of disasters and/or emergencies.

Outputs:

- Response and recovery tools are identified and disseminated.
- Quality needs assessment are conducted and reported during emergencies and/or disasters.
- Mobilization and deployment of response teams.
- Integration of disaster risk reduction (DRR) into recovery programming.

Programme component 4: Coordination

Component outcome: Strengthened coordination and network between Zone and National Societies for effective disaster response and preparedness.

Outputs:

- Improved coordination between National Societies and other stakeholders within the Movement.
- Improved coordination between UN agencies and other stakeholders in food security, climate change, disaster response and DRR.

b) Profile of target beneficiaries

Direct beneficiaries are the DM staff in the 14 NS (approximately 30 people). Indirect beneficiaries are the people affected by risk of disaster in the 14 countries, specifically those targeted by the NS for programme actions in 2009-2010.

c) Potential risks and challenges

Insufficient capacity in Zone DM office to respond to needs of 14 NS as well as Federation delegates. Strategy for mitigating risk is to review office capacity in mid 2009 when scale of demand for support from NS can be measured.

NS and Zone office will face difficulties in achieving outcomes if funding is inadequate. Strategy to overcome this challenge is to concentrate on a limited number of activities in 2009, demonstrate good results for 2008 and work on fund raising based on these successes.

Major disasters will draw attention from DRR and disaster preparedness (DP) activities in the NS and Zone. It is difficult to anticipate whether there will be major disasters but one strategy would be to assign one or two staff to be dedicated to disaster risk reduction and disaster preparedness activities without any responsibilities for Disaster Response.

Disaster profiling and prediction will need to be integrated into the planning process and contingency plans developed to mitigate the adverse effects. Food security and current price increase will pose serious nutritional deficiencies in most parts of the Zone, especially the Horn of Africa, where it has for a long time been a food deficit area.

Health and Care

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is CHF 2,185,059⁶ (USD 1,997,312 or EUR 1,391,757).

Programme component 1: HIV and AIDS http://www.ifrc.org/docs/appeals/annual08/MAA64006.pdf
Component Outcome: Vulnerability to HIV and AIDS and its impact reduced through preventing further infection, expanding care, treatment and support, and reducing stigma and discrimination
<p>Outputs:</p> <ul style="list-style-type: none"> • Strengthened NS HIV and AIDS programmes (9 NS in Global Alliance and 5 other NS). • Technical support provided to NS in the implementation of key HIV programme components- prevention, stigma and discrimination reduction, treatment, care and support. • Three (3) NS in low incidence countries supported to scale up HIV prevention programmes and harm reduction programmes. • OVC strategies developed and implemented in three NS. • Integrated programmes at NS level that incorporate components of SRH and TB. • Partnerships with PLHIV strengthened in three National Societies. • A Zone sexual gender based violence (SGBV) advocacy strategy developed and adapted by NS. • Peer learning among NS and knowledge sharing promoted and facilitated.
Programme component 2: Water and Sanitation
Component outcome: Strengthened WatSan programming at NS level.
<p>Outputs:</p> <ul style="list-style-type: none"> • At least six NS supported in implementation of ongoing long term WatSan programmes and timely reporting. • WatSan manuals, guidelines, strategies and training tools developed and disseminated to all 14 NS. • Capacity of NS WatSan staff in community management and design principles for rural WatSan enhanced. • WatSan emergency response capacities at Zone and NS level strengthened. • WatSan and hygiene promotion capacities in disaster preparedness and response developed and enhanced. • Capacity of NS staff in NDRT, RDRT, WatSan, ERU and FACT strengthened. • Zone WatSan capacity (WatSan equipment and stocks) for disaster response maintained.
Programme component 3: Public health
Component outcome: Strengthened community and emergency health response capacities at NS level.

⁶ Health and care budget includes CHF 229,360 for Global Water and Sanitation Initiative

Outputs:

- Strengthened community health programming (malaria, CBFA, blood services and TB control) for all 14 NS.
- Strengthened emergency health response and preparedness capacity at Zone and NS level. (Cholera, AWD, meningitis, Ebola, yellow fever and AHI).
- Strengthened CBFA programmes at NS level.
- Comprehensive maternal newborn and child health (measles, polio and SRH) established and integrated into new and ongoing programmes.
- Capacity of staff in NDRT, RDRT on public health enhanced.
- NS community based early warning and disease surveillance systems in place.

b) Profile of target beneficiaries

All the 14 NS will be targeted however, tailor-made trainings will be given to specific National Societies, like PHAST and community management training, other trainings such as blood donor and CBFA will target all the 14 NS staff, with at least each sending one staff and/or volunteer. Balanced gender will be promoted, however the trend has been that over 70 per cent of the participants are mainly male. Staff and volunteers will receive reference manuals and guidelines to enable them carry out tasks including training others at regional and branch levels.

c) Potential risks and challenges

The Zone continues to be faced with many disasters which naturally take precedence to long term development activities, especially disasters that precipitate large population movements or diseases outbreaks of pandemic nature. Low funding levels for the 2008 plan means that achievements of targets will be realized late and not in full. This will require constant review and prioritization of planned activities for 2009.

Organizational Development/Capacity Building

a) The purpose and components of the programme**Programme purpose**

Global Agenda 3: Increase local community, civil society, and Red Cross/ Red Crescent capacity to address the most urgent situations of vulnerability.

The OD programme budget is CHF 1,514,092 (USD 1,383,996 or EUR 964,390). This includes CHF 934,198 for OD and CHF 579,894 for PMER to address the programme component on increasing capacity for programme development and management.

Programme component: Improved NS leadership capacities to develop and implement strategies, and ensure good performance and accountability.

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

Outputs:

- Thirteen (13) NS have reviewed their constitutions and statutes ahead of the 2010 deadline.
- At least three (3) NS Strategic Plans are completed.
- New Operating Model disseminated and used in all programmes.
- NS are assisted to convene Statutory meetings in time and in accordance with constitutions.
- NS are aware of, and are properly exercising their governance and management roles and responsibilities.
- At least two NS undertake SGS audits and take steps to implement the recommendations.
- NS recruit and retain more members and maintain adequate records.

Component outcome 2: All the 14 NS in Eastern Africa are recognized by their governments.

Outputs:

<ul style="list-style-type: none"> Red Cross Society of Eritrea is recognized by their Government and becomes a member of the Red Cross and Red Crescent Movement
<p>Programme Component: Branch/Volunteer Development</p> <p>Component outcome: A nation-wide coverage of grassroots units and services are developed.</p> <p>Outputs:</p> <ul style="list-style-type: none"> NS have established grassroots networks and are providing services through out the country. NS have revised and developed strategies for volunteer management and youth development.
<p>Programme Component: Ensuring financial stability</p> <p>Component outcome: Improved financial sustainability.</p> <p>Outputs:</p> <ul style="list-style-type: none"> NS have the capacity to mobilize resources locally. NS have developed new partnerships.
<p>Programme Component: Well functioning National Societies</p> <p>Component outcome: NS are well functioning organizations with sustainable systems, procedures and staff with desired level of managerial and technical competencies.</p> <p>Outputs:</p> <ul style="list-style-type: none"> NS have human resources management strategies and are effectively applying them. NS have well-functioning and effective internal and external communication. Automated financial accounting and reporting systems are operational in at least three (4) additional NS. Budgets from the branches and Headquarters are consolidated to give a true picture of NS operations. NS monitor financial performance on monthly basis and are able to take action to correct deviations. NS operations are guided by financial policies and procedures that are understood and adhered to by all. Users of financial information and reports from the 4 NS get them in time, in the correct format and in sufficient detail and accuracy. Information Technology and Telecommunications staff from 14 NS know and use hardware and software standards. At least 5 NS have email facilities installed with RC addresses. At least 8 NS operate websites that are registered on the RC/RC internet domain. Three (3) additional NS are able to communicate with all the branches across the country.
<p>Programme Component: Movement cooperation, operational alliances and networks</p> <p>Component outcome: Enhanced movement cooperation and Operational Alliances.</p> <p>Outputs:</p> <ul style="list-style-type: none"> Operational Alliances are built for the most effective utilization of resources to achieve the greatest possible impact. National Societies in eastern Africa are working together. The Zone plays an active role in coordination of Movement partners and is represented in national, regional and global fora. Participating National Societies working in Kenya are able to integrate with the Federation to enhance their work.
<p>Programme Component: Increasing capacity for programme development and management⁷</p> <p>Component outcome 1: Integrated PMER systems and structures in place within NS for more effective and efficient management of programmes.</p>

⁷ The outcomes under this programme component are in line with Framework for Action areas of improvement 4 and 5- improving Planning , Performance and Accountability.

<p>Outputs:</p> <ul style="list-style-type: none"> • PMER systems in place to facilitate PMER of the 2009-2010 core programmes in the Zone. • NS planning, monitoring, evaluation and reporting tools and systems are reviewed and needs identified. • At least seven NS supported to establish and utilise M and E systems. • Standardized indicators used by NS core programmes to monitor progress and measure impact.
<p>Component outcome 2: Skills and capacity of NS and Zone units enhanced to deliver quality programmes.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Strengthened National Societies and Federation staff capacity to plan, monitor and evaluate their programmes. • Enhanced skills and capacities of the National Societies to deliver quality and timely reports. • M and E forums that will promote sharing of knowledge and lessons learned organized. • A shared learning network and system is developed and fostered. • Peer to peer support and NS capacity in emergency reporting strengthened to facilitate quality and timely reporting.
<p>Component outcome 3: Improved understanding of key programming elements in the core Federation programmes by National Societies and Federation staff.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Annual planning workshops held with the Secretariat staff, NS and partners. • Planning and reporting support provided to selected NS. • Annual plan review workshops held in collaboration with Zone secretariat staff, 14 NS and partners. • Planning support provided to at least 10 NS and Zone/Sub Zone/country offices.
<p>Component outcome 4: Increased compliance to donor reporting requirements among NS and the Federation Secretariat staff.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Quality reports are delivered on time. • NS aware of and utilise donor funding guidelines. • NS and Zone increasingly access resources to effectively implement their programmes.

b) Profile of target beneficiaries

Using an integrated approach to NS development, the OD intervention will target all the 14 National Societies in the Zone. OD practitioners, leaders and managers in NS selected for intensified capacity building will be the first direct beneficiaries. The capacity development programme will work closely with NS from Rwanda, Burundi, Tanzania, Djibouti, Madagascar and Ethiopia that have expressed the need to improve their structures, procedures and systems. Areas to be addressed include: governance and management, branch development, financial management as well as IT and communication systems. Leaders and managers at all levels will be targeted. Due to the increasing need for improved financial management systems in a number of NS in the Zone, the services of a Finance Development delegate will be retained to assist in this area. However, the resultant enhanced capacities should, in principle, translate into strong and efficient structures that can deliver improved, well-coordinated and sustainable services to beneficiaries.

In relation to increasing capacity for programme development and management, the focus will be given to Rwanda, Ethiopia, Kenya, Tanzania, Uganda, Madagascar, Comoros and Burundi NS which have established PMER departments or PMER focal persons.

c) Potential risks and challenges

Organization development is a process that requires investments over time. In most cases, situations in National Societies are too dynamic to allow for sustainable development of governance and management capacities. This is even more critical at local communities due to population movements and migration. Therefore, there is a risk of piecemeal as opposed to incremental improvements over-time. To address this, more stability and long term planning is recommended at all levels.

Arising from the ever-increasing needs at all levels, several outcomes are planned whose timely achievement depends on financial, human and material resources. To address risks associated with resource short-falls, the sequencing of activities will be rationalized to bring forward critical outcomes in 2009, and progressively lay the building blocks for sustainable development in the subsequent planning periods.

The organization development desk has remained vacant at the Zone for a long time during which NS in the Zone adopted approaches that were feasible in their different circumstances. The challenge would be to evolve a common approach that is owned by all and which delivers measurable impacts. Opportunities should therefore be created for evaluating status quo, and building consensus on macro level strategies that do not necessarily undermine local coping mechanisms and initiatives.

For a long time, clear indicators to measure and report progress have been lacking in most programmes, the purpose of evaluations is often not clear or focused and internal follow-up and knowledge sharing mechanisms to apply learning are inadequate, the NS do not report in time but they still access funding; as well, vulnerable people and NS participation and a focus on results were often “missing” in programme planning, monitoring, evaluation and reporting. The change in status quo may take substantial time. The strategy is to demonstrate and engage the NS and Zone staff to appreciate the added value of effective and efficient planning, monitoring, evaluation and reporting to programming.

Principles and Values

a) The purpose and components of the programme

Programme purpose:
Global Agenda 4: Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

The Principles and Values programme budget is CHF 42,780 (USD 39,104 or EUR 27,248).

Programme component: Promotion of Fundamental Principles and Humanitarian Values
Component outcome: Improved understanding and application of Red Cross and Red Crescent Principles and Humanitarian Values by Eastern African NS
Outputs: <ul style="list-style-type: none">• National Societies determine ways of scaling up the promotion of Humanitarian Values,• Increased cooperation and information sharing among NS in the Zone.

National Societies routinely conduct dissemination of Fundamental Principles mostly with ICRC support. During 2009, the Eastern Africa Zone will propose a platform for debate which will allow for the renewing of advocacy on priority humanitarian issues. Focus will be on fighting intolerance, stigma and discrimination, and promoting disaster risk reduction, including food security and climate change. Communication departments will be encouraged to analyse how to best integrate the promotion of Humanitarian Values in the work of other units in order to reach a more systematic internal and external dissemination of the Fundamental Principles and Humanitarian Values. Target groups will be identified in order to reach greater public awareness but also successfully influence behaviour change and attitudes in selected communities as well as promote respect for diversity and minority groups.

In cooperation with the OD department as well as with the ICRC the programme will look closely at issues such as the protection of the emblem – with Burundi Red Cross expressing a clear interest – as well as the recognition of National Societies – the case of the Red Cross Society of Eritrea.

Together with the health department focus will be towards strengthening the collaboration with specific groups such as people living with HIV (PLHIV) and other discriminated and marginalized groups such as the Twa (Pygmies). National Societies and targeted communities will carry out advocacy, awareness and social mobilization activities that will empower people and groups discriminated against so that they may exercise more equitable participation in civil society.

b) Profile of target beneficiaries

There are three types of beneficiaries in the principles and values programme: national, regional and international media; communicators and leadership of the 14 NS; selected communities concerned by the anti-discrimination and violence reduction programmes as well as those targeted by both development and emergency operations.

c) Potential risks and challenges

The main threat to the principles and values programme is of financial nature. Donors need to appreciate that this core area is key in ensuring that Red Cross Red Crescent actions can take place in safer environments, and are well perceived by beneficiaries, authorities and the general public.

Certainly there are a number of NS for whom promotion of Fundamental Principles and Humanitarian Values as well as communications has become a priority. Others have still to embrace it. The challenge will be to integrate principles and values in every programme component and action of the NS.

Role of the Secretariat

(a) Technical programme support and coordination

The coordination budget is CHF 1,751,381⁸ (USD 1,600,897 or EUR 1,115,529).

The Zone will continue to provide technical support to the 14 NS. The technical support will be provided by a team of experts available at Zone level in the following areas of expertise:

The DM programme team include a DM coordinator, a DM manager, a food security delegate and a shared DM/OD/communications programme assistant. This strengthened DM department is poised to implement the proposed Zone DM plans in 2009-2010. Depending on the scale of emergency operational interventions, the mobilization of trained NS staff and mechanisms for tapping into government, UN and NGOs resources will be put in place. With additional funding, the DM unit will be beefed up.

The health and care unit is comprised of a health and care coordinator; four technical staff with skills in HIV and AIDS, WatSan (hardware and software), public health and a programme assistant. Additionally, the Zone has a rich and diverse range of expertise in health, WatSan, HIV and AIDS and emergency health at the National Society and PNS levels.

Supported by the OD coordinator, capacity building will form part of the central responsibilities of the heads of Sub-Zone offices and country representatives. Dedicated in-country OD delegates will also be deployed on a short-term basis according to identified priority National Societies, availability of resources as well as technical conditions at the Zone level. A finance development delegate will be recruited.

⁸ This budget includes CHF 672,377 for Regional Coordination, CHF 942,106 for Communication and CHF 136,898 for Regional Cooperation.

The communications manager will continue to provide communications, principles and values technical expertise for the Zone and NS in collaboration with the communication officers at NS level. With availability of funding, additional staff will be recruited in the unit.

The PMER unit established in 2008 is comprised of a PMER manager and officers with technical expertise in monitoring and evaluation, planning and reporting and emergency reporting. Working in close collaboration with programmes, the PMER unit will continue to focus on improved quality of programmes with a focus on results for vulnerable people, building capacity of NS/Zone units and making PMER an added value for all stakeholders and ensuring strong links between PMER, finance and resource mobilization strategies. A part time editing and translation officer will be recruited with availability of funding.

The resource mobilization coordinator will work with the grants manager and relationship management coordinator to coordinate the implementation of a Federation-wide resource mobilization strategy to facilitate a coordinated approach to resource mobilization and manage resources from diversified sources including compliance to key regulations. This team will also take advantage of new and emerging opportunities and external partnerships to increase the overall resources for membership services in the Federation and for operational alliances to implement the global agenda. It is expected that working with the OD team, this will lead to the development of appropriate operational alliances to make optimal use of available resources to achieve the greatest possible impact. Furthermore, enhanced Movement cooperation at all operational levels will be achieved through effective relationship management. It will also ensure an improved capacity of the Federation membership and Secretariat to mobilize and manage resources from diversified sources including compliance to key regulations.

b) Communications

The Communications budget is CHF 942,106 (USD 861,157 or EUR 600,068)

The Communications unit will be the tool that will ensure that the voice of the most vulnerable in the Eastern Africa Zone is heard. It will focus on strengthening the structural and human capacity at Zone and National Society level to profile effectively – internally and externally, the IFRC/NS activities. While ensuring timely coverage of emergency operations, it will aim at including competent NS communicators in the RDRT structures for deployment during minor and medium size emergencies. In the framework of the Eastern Africa Zone Communications Forum, specific training sessions will be organized.

Nairobi is the biggest media hub in Africa. The Zone will endeavour to strengthen contacts with international and regional media as well as the Foreign Correspondents Association. Relationship within the Zone office as well as with NS will be nurtured so that the flow of information becomes natural, timely and can lead to stronger public messages. NS communicators and leadership will be mentored so that they abandon the current reluctance to face international media.

In accomplishing the task of developing a culture of communications membership services to all National Societies operating and participating throughout the Eastern Africa Zone will be another priority. The Federation will manage capacities and knowledge available with PNS in order to build useful partnerships for the benefit of all involved.

Particular attention will be given to resource mobilization efforts where the communications unit will work together with the OD and RM units to support initiatives that will enable the Zone and NS to deliver effective programmes and services.

In 2009, the Eastern Africa Zone and Kenya Red Cross Society will host the Global Communications Forum (possibly in September) and the General Assembly and Council of Delegates, in November. This will require the full involvement of the Communications unit and will provide an interaction platform for NS communicators.

c) Partnership development and regional cooperation

The partnership development/regional cooperation budget is CHF 136,898 (USD 125,135 or EUR 87,196).

As a membership service, the Zone office will ensure Movement cooperation and coordination through facilitation of effective and regular communication with all Movement partners. The Zone office will continue to provide guidance to National Societies in applying Red Cross Red Crescent policies and Movement coordination tools in support of multilateral and bilateral activities. Cooperation among the National Societies in the region will be supported through RC-NET, with the Zone office continuing to act as its Secretariat. The Zone will continue to promote Global Alliances and Operational Alliances as frameworks designed to mobilize capacities and resources to provide effective support to NS.

Partnership meetings on regular basis will continue to be hosted by the Zone office for all Movement partners, including ICRC. The Zone office will render services to National Societies operating internationally who have their own offices in the region under the status agreement of the Federation with the Government of Kenya. These services will be rendered in accordance to an agreed integration agreement.

The traditional partnerships with RC/RC Movement members such as the British, Canadian, Finnish, German, Irish, Japanese, Netherlands, Norwegian and Swedish Red Cross Societies in Zone DM, health and care, capacity development and principles and values programmes will be strengthened. Similarly, the enhancement of regional cooperation with existing partners at global level will be emphasized with European Commission (EC), including Humanitarian Office (ECHO), UN Office for the Coordination of Humanitarian Affairs (OCHA), United Nations High Commissioner for Refugees (UNHCR) and other UN Agencies as well as with bilateral government donor agencies including DfID, United States Agency for International Development/Office of U.S. Foreign Disaster Assistance (USAID/OFDA), among others. This will be done in line with programme priorities and will include support to National Societies to develop strategic partnerships with key partners at the country level.

d) Representation and Advocacy

As a primary representative of the Federation to regional organizations, the Head of Zone will continue to represent the Federation or recommend Zone or NS personalities to represent the Federation at events and conferences. Representation and advocacy in this case will include representation of the Zone office in inter agency discussions depending on different circumstances. Whereas representation will be arranged and coordinated by the Zone, the NS needs will be taken into account. This implies that sometimes the Zone will advocate for activities which are not Secretariat responsibilities but which have been identified by NS as vital, for example issues which are domestic in nature or those which are led by ICRC such as land mines and others. Advocacy will be guided by the decisions made at the statutory meetings and in particular the decisions adopted at International Conferences by governments and National Societies. While the Head of Zone will take the lead in this, she will work closely with programmes and the National Societies to ensure consistency. The Head of Zone will also ensure that NS are supported to engage with their governments on IDRL.

e) Human Resources (HR)

Without staff, it is difficult for the Zone to achieve its programmatic objectives. Therefore, the Zone has developed a draft human resources (HR) strategy which sets out internal systems and means of ensuring that the Zone staff are productive, valued and rewarded in order to accomplish Zone objectives. The HR strategy is concerned more with internal arrangements and is designed to ensure that the Zone has in place the policies, procedures and structures to support those other strategies and to enable human resources adapt to changing priorities. The strategy has been developed to deliver an effective HR management for supporting strategy 2010 and the new operating model. The key outcomes for the Zone human resources component are: managing the transition to the new structure effectively and HR capacity building to support improved performance. The HR strategy, when implemented will bring about the following benefits: ensure new salary and benefit scales are competitive and affordable in the local context through salary surveys and development of competitive salary and benefits structure; make improvements in hiring and management of local staff including the identification and development of local staff talent to the benefit of the Federation; progressively

establish and implement a comprehensive system for the measurement and reporting of key HR matrices and implement the Secretary General's directive for HIV in the workplace, ensuring that affected staff are provided with an environment where they can work free from stigma, discrimination and other related prejudice.

Promoting gender equity and diversity

The Federation's 1999 gender policy will guide incorporation of gender into all programmes. Different needs, capacities and concerns of girls and boys, men and women will be taken into consideration when programming in order to contribute to achieving Global Agenda 4. The Head of Zone will ensure that gender is mainstreamed in all programmes. The gender needs and concerns identified during planning will be addressed during implementation and deliberate effort will be made to ensure that the monitoring and reporting tools capture the progress made towards addressing the gender needs with emphasis on data desegregation. Effective communication will be used as a tool to ensure that anti discrimination activities are accepted by stakeholders including the communities. Under the Principles and Values programme, awareness campaigns, trainings and advocacy will include gender considerations. National Societies which have gender policies will be identified and encouraged to effectively implement them. The NS that do not have gender policies will be encouraged to integrate gender into programming based on the Federation gender policy and the gender policies and guidelines at country level.

Quality, accountability and learning

All Zone programmes will utilize participatory community-based methodologies to ensure involvement of NS and the communities in the design, implementation, monitoring and evaluation of programmes. NS will have annual planning meetings under the RC-NET.

The Zone programmes will encourage and support NS to document useful experiences and practices, and share these during country/regional meetings. The NS will benefit from exchange visits and experience sharing within and outside the Movement. This will facilitate the replication of successful programmes. The Zone will also facilitate peer-to-peer support among the NS. The NS will continue to be supported to adopt the Global Alliance and Operational Alliance approaches in programming to strengthen scaling up, accountability and performance.

Adhering to global standards such as SPHERE and Red Cross/Red Crescent Movement Principles and Values in supporting disaster management initiatives of NS will be facilitated by the DM unit. DM staff will be updated on the fast changing DM and food security knowledge and concepts through appropriate training. Strategy 2010, the Framework for Action and Global Programme for Africa (GPA) – a capacity building strategy for Africa will be the guiding principles in the provision of membership support to NS.

The PMER unit will continue to facilitate development of PMER systems for effective and efficient programme management. Programmes will continue to utilize the monitoring tool introduced in 2008 to track their progress on a quarterly basis. Quarterly review meetings will be held with the Zone programme units to share the progress made towards annual plans. As well, mid year meetings will be held with the NS to review their annual plans. Mid-year reports (programme updates), annual reports and emergency reports will be shared on the Federation website. The unit will continue to emphasize the timeliness in reporting and compliance to donor reporting guidelines. Learning fora for the NS, Partners and the Zone will be organized in which knowledge and experiences will be shared. Programme narrative and financial reports will be shared with stakeholders. To foster knowledge sharing and learning, membership and participation in some of the monitoring, evaluation and accountability fora such as the Africa Evaluation Association, American Evaluation Association, Active Learning Network on Accountability and Performance (ALNAP) and others will be explored. The unit will also promote the use of internationally recognized standards such as SPHERE, OED/DAC tools among others.

Budget summary

Programmes	2009 budget (CHF)	2010 budget (CHF)	Total budget (CHF)
Disaster management	1,528,000 ⁹	1,304,471	2,832,471
Health and care	1,272,450	912,609	2,185,059
Organizational development ¹⁰	768,904	745,188	1,514,092
Principles and values	21,390	21,390	42,780
Coordination ¹¹	855,577	895,804	1,751,381
Total	4,446,321	3,879,462	8,325,783

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

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⁹ The DM budget may be reviewed as some of the projects might be funded through bi-lateral and other partners.

¹⁰ The organizational development budget includes CHF 934,198 for OD and CHF 579,894 for PMER to address the programme component on increasing capacity for programme development and management.

¹¹ Coordination budget includes communication, regional cooperation/partnership building and Federation coordination