

# Annual report

 International Federation  
of Red Cross and Red Crescent Societies

## Eastern Africa Zone

Appeal No. MAA64001

29/04/2009

This report covers the period 01/01/2008 to 31/12/2008.



Demonstration model of shelter in Uganda Red Cross Society; Soroti Branch, in the background the branch office fitted with satellite IT communication provided by FACT. IFRC

## In brief

### Programme purpose:

The Eastern Africa Zone continues to prioritise enhancing the capacities of the 14<sup>1</sup> National Societies (NS) as one of the core focal areas in order for them to respond to the humanitarian challenges that plague the region. The Disaster Management (DM) programme aims to build well prepared, stronger and more efficient NS able to predict, prevent and reduce risks and respond to the high level of humanitarian demands in the region posed by small, medium and large scale disasters, mitigate their impact as well as cope with their consequences in an appropriate manner.

The Health and Care (HC) programme focused on building and strengthening the capacities of the NS in the Zone to address public health needs in their respective countries in a sustainable manner, according to the ARCHI 2010 and Algiers Plan of Action priorities. The most urgent health needs in the region include HIV and AIDS and tuberculosis prevention, control and management and child health. HIV and AIDS is a global catastrophe, threatening social and economic stability in the most affected areas, while spreading relentlessly into new regions. Over the past year, 3 million people died of AIDS, more than ever before and more than from any other infectious disease<sup>2</sup>.

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

<sup>2</sup> [www.unmillenniumproject.org](http://www.unmillenniumproject.org)

The Organizational Development (OD) programme focus on NS development through improved performance and accountability. Capacity building support and tools are targeted at National Society leadership, staff and volunteers. The overall aim is to support and facilitate the development of structures, processes and systems for increasingly better response to situations of vulnerability. It also seeks to pool resources with all movement partners, including NS operating internationally and the ICRC, to maximize effectiveness of OD and capacity building (CB).

The Planning, Monitoring, Evaluation and Reporting (PMER) Unit has continued to support the Zone and NS to systematise planning, monitoring, evaluation and reporting as core programming functions and to facilitate continuous learning and accountability.

The Zone communication unit continued on the path laid in recent years, focusing on strengthening the capacities of all NS communications' departments through various means and profiling the Federation's Humanitarian Principles and Values and its member societies in the region. The unit provided support to all major emergency operations such as the Horn of Africa food security appeal – including media coverage - as well as to long-term capacity building and development programmes. It assisted National Societies in the production of materials and documentation used in national fundraising campaigns.

#### **Programmes summary:**

The DM programme focused on building capacity to carry out community based DRR and climate adaptation work as well as supporting NS to respond effectively to disasters. Particular attention was paid to food security programming with the launch of the long term food security initiative for Africa in April. Strengthening disaster response capacity within the region is a priority hence a new approach for the Regional Disaster Response Team (RDRT) was developed starting with training of a new pool of RDRT trainers. During the reporting period, 18 DREFs and six emergency appeals were issued for various emergencies including disease outbreaks, floods and food insecurity.

The Health and Care programme continued to support strengthening of capacities of NS staff and volunteers in health and care programming. Focus was on technical support in HIV and AIDS programming, strengthening community health and emergency programming in National Societies and promotion of water, sanitation and hygiene.

During the reporting period, organizational development/capacity building 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 National Societies, and financial systems were developed in four National Societies. Support was also rendered to the work of the Red Cross/Red Crescent network, and that of youth and volunteer groups. In addition the Zone office facilitated the access and utilisation, by National Societies, of various grants/mechanisms for capacity building including the Intensified Capacity Building (ICB), the Specific OD Support (SOS) and the Empress Shoken Fund (ESF). A number of local capacity and community development tools were also developed in collaboration with various partners.

The Planning, Monitoring, Evaluation and Reporting (PMER) unit focused on improving understanding of key programming elements in the core Federation programmes by National Societies and Federation staff, strengthening NS PMER systems, capacity building in PMER including training workshops and planning support visits, development of PMER tools including introduction of Zone quarterly monitoring tool, as well as sharing and utilising PMER guidelines. In collaboration with other Zone programmes and the finance unit emphasis was placed on clearing the backlog of reports and coordinating programme review meetings to track progress in relation to the 2008 Zone plan.

The Communications unit focused its activities on strengthening the capacities of NS communications departments for the successful implementation of their programmes. The Eastern Africa Zone

Communications Forum, a working group of the RC-Net, was used as a vector to additionally strengthening relations with both the media and the ICRC. Eight of the 14 NS communicators had a chance to improve their skills by attending the Global Communications Forum in Washington as well as being part of the communications team that served the Pan African Conference in Johannesburg.

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 unit cooperated closely with country representations and Zone office units, and provided technical support various events such as RDRT trainings. The Communication Manager conducted representation functions and liaised with a number of humanitarian officers in diplomatic missions based in Nairobi and the region.

**Financial situation:** The total 2008 budget is CHF 3,409,271 (USD 2,974,929 or EUR 2,259,324), of which 65 per cent covered. Expenditure overall was 83 per cent of the funds received.

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

**See Programme Update:** <http://www.ifrc.org/docs/appeals/annual08/MAA6400108pu1.pdf>

**No. of people we help:** Much of the Zone technical departments' work is institutional strengthening and identifying primary beneficiaries is a challenge. The EA Zone supports a total of 14 National Societies 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 the International Committee of the Red Cross (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 National Society 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

The eastern Africa region continues to experience major disasters which claim many lives, destroy property and erode the already weak livelihoods of the affected communities. When the 2008 appeal was launched, the region was experiencing floods, heavy rains, land slides and drought. Similarly, epidemics including Rift Valley Fever (RVF), cholera, meningitis, avian flu and malaria were frequent; National Societies therefore experienced various challenges.

At the beginning of the year 2008, Kenya experienced a post-election crisis which resulted in significant displacement and deaths. KRCS rose to the challenge and led the humanitarian response to the crisis. Kenya also experienced severe food insecurity in some parts of the country in the course of the year, whilst Uganda and Tanzania experienced outbreaks of health epidemics and floods respectively. In Uganda, the outbreak of Hepatitis E virus and influx refugees fleeing violence in Kenya not only strained the resources but diverted the Uganda Red Cross Society (URCS) from normal programme implementation. On the other hand, this period was marked by rising tensions in various parts of Sudan. Violence, inter-tribal clashes and

population movements compounded daunting humanitarian conditions that face thousands of people in Sudan. Furthermore, continued fighting in North Kivu Province of the Democratic Republic of Congo led to the displacement of hundreds of thousands of people. Tens of thousands fled to neighbouring countries of Rwanda, Uganda and Burundi. The NS normal operations were therefore interrupted because they had to respond to this situation.

In the Horn of Africa the period was marked by an acute phase of the chronic food insecurity caused by a number of factors including below normal rainfall and escalating food prices. In addition an acute fuel shortage in Eritrea became a major challenge to humanitarian work. The unresolved border dispute with Ethiopia remains a major concern to Eritrea. The suspension of the Red Cross Society of Eritrea (RCSE) affected the programme implementation in the first quarter of the year until the suspension was lifted to allow normal programme implementation. In Somalia, increased cases of violence and insecurity coupled with targeted attacks and kidnapping of humanitarian aid workers reduced the ability of humanitarian actors to work in the field. The National Society however, continued to operate its programmes without interruption in its clinics and the hospitals it supports, as well as at branch level in disaster preparedness and community-based first aid (CBFA) activities. In Djibouti, a total of 118,590 people were affected by the consequences of below normal rainfall experienced in the last four poor consecutive rainy seasons. Some parts of Ethiopia experienced prolonged drought with poor harvests in 2007 resulting from widespread flooding and the failure of the short *belg* rains in early 2008 hence the reporting period was marked by deteriorating food security situation in Ethiopia.

In the Indian Ocean Islands, political conflict in Comoros slowed the progress of branch development; Madagascar was affected by several cyclones including Cyclone Ivan causing deaths and destruction of homes. The mobilization of resources for the emergency response to Cyclone Ivan prevented the National Society to fully apply its resources to original organizational development and disaster management plans.

Generally, 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. For instance Kenya Red Cross Society (KRCS) was appointed as the lead agency in managing camps for the internally displaced persons (IDPs) during the post-election violence that rocked Kenya. Due to the scale of the crisis, the National Society deployed its staff and volunteers from normal programme implementation in order to handle the crisis effectively.

## Progress towards outcomes

### Disaster Management

#### **Programme Component 1: Disaster preparedness**

**Outcome/Expected result:** Improved NS preparedness and disaster response

##### **Achievements**

A new approach to creating an active RDRT was started with revision of RDRT training materials and running of a new RDRT training of trainers (ToT) course in Nairobi in November for ten participants. As a result of this training, a pool of RDRT trainers has been developed.

A joint DM and health and care meeting was held in Mombasa in the fourth quarter. This meeting brought together 26 DM and HC coordinators from National Societies; the meeting included a mapping of disaster risk reduction (DRR) activities, introduction of new or revised DM tools including DREF guidelines, vulnerability and capacity assessment (VCA) tool box, and

needs assessment guidelines. The joint event was to enhance integration of both programmes at Zone and NS levels.

## **Programme Component 2: Disaster response: Emergency**

**Outcome/expected result:** Enhanced NS capacities to provide timely and adequate emergency response

### **Achievements**

Two RDRTs were mobilized in April for drought needs assessments in Ethiopia and Djibouti. Needs assessment and plans of action (PoA) were drafted as a result of the mobilization and these were used to draft the preliminary emergency appeal for Ethiopia. RDRT for Kenya assessment was rejected by KRCS at the last minute causing unnecessary waste of funds.

Field Assessment and Coordination Team (FACT) team members were deployed to Uganda to assist with the relief operation and overall management of the Population Movement regional emergency operation which intended to reach 60,000 beneficiaries in Uganda, Rwanda and Burundi.

During the year, 18 DREFs and six emergency appeals were launched to support various emergencies including assistance to refugees, disease outbreaks, floods, food aid and droughts.

In an effort to enhance capacities of National Disaster Response Team (NDRT) members, exchange visits and peer review of DREF operations were carried out. A cholera peer review started on the 29 October and was completed on 9 November. Kenya and Uganda RC together with the Federation Zone Health Officer visited the areas of operation to review the two DREF supported projects. This highlighted some of the weaknesses in technical responses to cholera as well as some of the organisational challenges of rapid funds transfer and mobilisation of staff for emergencies.

To raise awareness on shelter techniques and coordination, Shelter Officer was invited from Geneva during the DM/HC joint meeting and presented a half day workshop on shelter programming. IFRC facilitated the production of a documentary on the flood recovery shelter activities in Uganda which demonstrates how DRR can be integrated into shelter design. Discussions on piloting of participatory approach to safe shelter in Uganda also commenced during the reporting period.

## **Programme Component 3: Disaster risk reduction**

**Outcome/Expected result 1:** Increased NS capacities for disaster risk reduction programming

### **Achievements**

Three exchange visits took place in October: staff from TRCNS visited Sudanese Red Crescent Society (SRCS) for five days; staff from Burundi Red Cross (BRC) visited Uganda Red Cross Society URCS) for two weeks and; staff from URCS visited BRC for two weeks. These exchange visits have enhanced knowledge and experience sharing among the NS specifically on DRR, VCA practice and contingency planning.

Under the OCHA funded Tsunami Early Warning Project in Tanzania, a total of 100 community members and volunteers were trained on community disaster preparedness and planning in Tanzania. The Zone disaster management and PMER staff made a monitoring visit to the project to analyze results and lessons learnt which led to an expansion of the project into a second phase starting in December.

Following a global agreement between the Federation and World Bank, Rwanda RC was selected as one of the NS to be included in the DRR project funded through Global Facility for Disaster Risk Reduction (GFDRR). RRC was assisted by EA Zone DM team to prepare a detailed proposal for DRR activities, including community based DRR, advocacy and dissemination of best practice. Funds were received for the preparatory phase and a consultant hired to facilitate development of a three-year plan of action for the project.

Rwanda, Burundi and Ethiopia completed some DRR activities under DfID funding including small-scale food security projects. These were supported by a monitoring visit from Zone office and DfID in May.

Nearly all NS in the Zone were involved in the preparedness for climate change project which was facilitated by the Zone Office. Seychelles, Mauritius, Madagascar, Kenya, Tanzania and Ethiopia conducted sensitization workshops on climate change. A monitoring visit was made to Tanzania in June to gather lessons learnt from the process. In quarter three, climate change sensitization workshops were facilitated by the Zone office in Sudan, Rwanda and Burundi. A climate change stakeholders' workshop was held in Tanzania in the first quarter and was attended by the DM manager. Following the meeting, NS are now encouraged to undertake climate change risk analysis and develop programmes to address these risks. Mauritius and Seychelles RC are developing climate change proposals.

A regional workshop on climate change was held in Mombasa. The workshop provided an opportunity for NS to share experiences on the preparedness for climate change programme. There were also discussions on potential climate change related projects for 2009 - 2010, including an application for funding for a climate change and urban health research programme with Climate Centre and a research institute in Washington, USA.

**Outcome/Expected result 2:** Increased NS capacities for longer term food security programming

### **Achievements**

African National Societies longer-term Food Security Programme initiative was launched in April 2008 in Addis Ababa. Kenya, Uganda, Sudan, Ethiopia and Rwanda National Societies were selected to implement the strategy. These National Societies are being supported to develop their strategies in line with the global strategy to address vulnerable people in these countries and building their resilience to future shocks. So far Uganda Red Cross Society has made its country launch. KRCS's proposal has been finalized and submitted for comment and fund-raising in Geneva. Similar support and follow-up will continue for the National Societies in Ethiopia, Rwanda and Sudan. The five NS have also been working on baseline surveys to strengthen their programme designs.

Technical planning for food security database in the Zone office has started. The database entails compiling and documentation of National Society longer-term food security proposals implemented in the past years and currently ongoing and keeping them for use by all stakeholders. Currently, the disaster management department is finalizing the details of projects that have more than two-year implementation period by National Societies. The expertise the NS has, the kind of activities, partners supporting these initiatives and the level of expenditures will be documented. In addition, good practices will be documented and will be published on the web site to be used by other National Societies and partners.

A workshop on integrating Food Security and HIV/AIDS programming was held in November and participants from Southern as well as East Africa attended. The workshop raised awareness on the shared objectives of many projects and encouraged a more integrated approach within NS.

A multi-disciplinary food security assessment team in the Horn of Africa (HoA) completed its mission and produced an assessment report. A large appeal was launched in Geneva on 12 December and an initial allocation of CHF 10 million was made from IFRC reserves to kick start the operation. Acting head of operations and head of logistics were deployed to Addis Ababa to start the food aid component of the operation.

The Food Security Delegate visited all five countries to assist in the design of the programmes including the baseline surveys as well as to follow up on emergency food security projects. This contributed to better quality food security proposals in 2008.

### **Constraints or Challenges**

- The major challenge in the Long Term Food Security Initiative is that National Societies still do not see food security as a main component of their work and lack staff in this sector. Despite the emphasis on HIV and AIDS integration, NS have not yet submitted proposals that have food security, HIV and AIDS integration approach.
- Limited staff capacity in DM department made it difficult to effectively monitor DREF and Appeal funded-operations. Closer monitoring from Zone office would enable more accurate reporting and improved effectiveness of response.
- Raised awareness and enthusiasm for climate change adaptation projects needs to be followed up with resources to support NS plans in this area.

## **Health and Care**

### **Programme Component 1: Community health**

**Outcome/Expected result 1:** Strengthened community health programming at NS level

#### **Achievements**

A CBHFA workshop was held in Hargesia, Somalia, utilising the current manuals. One of the activities scheduled under this component was a community-based health and first aid (CBHFA) workshop. This workshop was postponed due to the revision of the manuals and a need for the same manuals to be used in future trainings. A number of activities planned were not implemented mainly because the positions of the Health and Care coordinator and Senior Health Officer - Public Health were vacant for six and eight months respectively, and thus the time available required prioritising activities to be implemented. Other activities such as the revised CBHFA manual and malaria tool kit masters training will be rolled out in 2009, as well, blood donor recruitment *Club 25* workshop is scheduled for June 2009.

### **Programme component 2: Emergency health**

**Outcome/Expected result 1:** Better prepared teams in emergency health response

#### **Achievements**

Emergency health stocks were to be prepositioned at Zone and NS levels; however, this has not been implemented. At the Zone, a review will be undertaken to evaluate the trends in the use of the health stocks with an aim of revising the profile and quantity of such stocks.

### **Programme Component 3: HIV and AIDS**

**Outcome/Expected outcome 1:** Strengthened NS HIV and AIDS programming

## Achievements

Through the health department in Geneva, new funding for tuberculosis (TB) integration into HIV and AIDS programme was sourced for Kenya Red Cross Society. The project integrated into home-based care programmes targets TB patients, the health system, PLHIV, relatives of patients and community members with focus on strengthening of community health information system, intensified case finding among PLHIV, advocacy for TB uptake, and infection control in the community and defaulter tracing. The project is implemented in two sites, targeting a total target number of 540 patients: 360 for Mombasa (targeting 20 patients per month) and; 180 for Siaya (targeting ten patients per month) who will be direct beneficiaries including women, children and men. The project is funded for two years, at CHF 25,000 per year from 2008.

Nine National Societies were supported in refining their country plans for the Global Alliance on HIV. They include Uganda, Kenya, Tanzania, Rwanda, Ethiopia, Sudan, Djibouti, Somalia and Madagascar. The Health and Care department, with support from PMER refined the plans and posted them on the Federation website. The Global Alliance on HIV provides a common framework for resource mobilization along the seven ones. American Red Cross (ARC) approved a total of CHF 80,000 for the Eastern Africa Zone to support KRCS and TRCNS in operational planning and monitoring and evaluation (M&E) database development. Monitoring support is also being provided to Tanzania, Kenya and Uganda Red Cross as part of the same initiative. This project is currently ongoing. TRCNS also received funding from the Swedish RC but due to internal challenges, implementation is planned to begin at the first quarter of 2009.

NS have received manuals, guidelines and tools on HIV and AIDS. The HIV ART manuals contain guidelines on OVC programming, TB management at community level and best practice documentations from Eastern and Southern Africa. The Federation training package on prevention, treatment, care and support - a guide for community based volunteers, First Aid and HIV has also been shared. The package is intended to empower communities to engage meaningfully and effectively in all aspects of the HIV and AIDS response including prevention, treatment, care and support and access to the best that science and technology can offer. People living with HIV and AIDS (PLHIV) should be at the centre of community action on HIV and AIDS. Besides community-based volunteers, the package is also suitable for paid community outreach workers. It is expected to promote harmonization of training in the field of ART that may lead to a standardized approach to ART service delivery. The OVC, TB management and first aid and HIV manuals aim at enhancing these components in prevention and care programming. All 14 NS in the Zone have received these guidelines and a follow-up assessment is required to check if the guidelines are being used.

Public health in emergencies guidelines were distributed to all NS in the Zone. These guidelines will further harmonize and bring into focus common epidemic control measures and protocol for response.

In 2007 the Zone office conducted a Training of Trainers of the Federation HIV training package for HIV and AIDS coordinators from the region. The training package is a tool to be adopted by trained community volunteers on HIV prevention, treatment and care at community level. As a recommendation from the meeting, the translation of the package to other languages like Kiswahili was proposed. The translation started in Kenya and concluded in Tanzania. In 2008 the final workshop to review the Kiswahili version of the training package brought together participants from the Zone office, Tanzania, Kenya and Uganda Red Cross staff and volunteers, BAKITA (National Swahili Council), Tanzania Ministry of Health (Social Welfare health education Section) and Ministry of Labour, Employment and Youth Development. Kiswahili as the national language in Kenya and Tanzania will enable the community-based volunteers within the East Africa Community to use the training package to communicate effectively with the target beneficiaries.

As a process of enhancing strong networking and advocacy of PLHIV in the *Living 2008* conference in Mexico, the Global HIV programme sought participation of staff or volunteers living

with HIV who would form the base for Red Cross Red Crescent (RCRC) PLHIV network and contribute seriously to the development of the global PLHIV advocacy agenda. A volunteer PLHIV working with URCS was supported to attend the *Living 2008* as well as the Global Alliance meeting in Mexico.

Two consultative missions were conducted with SRCS (both in the South and the North) where necessary information was collected for development of HIV and AIDS strategic plan. The HIV and AIDS officer with support from Netherlands RC revised the SRCS HIV and AIDS strategic plan. Support was also given to Ethiopia during the review of their strategic plan. The Zone office has been facilitating resource mobilization to scale-up comprehensive HIV programmes; new funding for TB integration into HIV and AIDS programme was sourced for KRCS through the health department in Geneva.

**Outcome/Expected result 2:** Strengthened HIV and AIDS in emergency programming at NS level

#### **Achievements**

Due to low levels of funding, HIV and AIDS emergency programming at NS society level did not occur in 2008. It has been included in 2009 plans in the hope that more funds will be sourced.

### **Programme Component 4: Water and Sanitation**

**Outcome/Expected result 1:** Strengthened NS water and sanitation programming

#### **Achievements**

The water and sanitation (WatSan) unit reviewed the water sanitation and hygiene (WASH) cluster training materials and trained 22 participants drawn from Uganda RCS and other agencies involved in WASH during the WASH cluster hygiene promotion pilot workshop held in Uganda. The participants trained will use the knowledge in response activities during emergencies. Feedback received from the participants on the use of these tools will feed back on the suitability of the training materials and facilitate further improvements.

The Zone office supported NS to implement long-term WatSan programmes in four NS. Four NS (Somalia, Kenya, Sudan and Ethiopia) were supported in in-country evaluation, including quarterly reporting for Kenya EU-funded project. The WatSan unit as part of technical support to the European Union-African Caribbean Pacific (EU-ACP) multilateral project for Machakos took part in a planning meeting and subsequent field visit to the project sites in June 2008. In Kenya, recommendations were provided on how to scale-up the PHAST activities in Mandera, borrowing experiences from Wajir under the Swedish RC-funded project. In Machakos, feedback was made on the use of hygiene promotion activities and monitoring change and achievements to form a basis for reporting but also providing feedback to the community members on the positive changes being realised. In Ethiopia an end of project evaluation was undertaken and key recommendations made on how the NS can better focus on geographical areas where impact can be registered. The use and enhancement of monitoring tools were also highlighted in the evaluation on future WatSan programmes. These recommendations will benefit future project being undertaken by the NS.

In July 2008 the Eritrea WatSan project funded by the EU was finally given a go ahead following discussions between the Federation and the EU. Following this development a consortium of partners (the Federation, Netherlands, Danish and Austria RC) met and agreed on the way forward regarding recruitment of a WatSan advisor, local NS staff and also financial support needs of the Federation office in Asmara to support the project implementation.

Partnership meetings for WatSan ACP project in Eritrea were held in Nairobi. The meeting agreed on steps forward following the improvement of the situation in Eritrea for the RCSE to operate. A starting date for the project was agreed as August 2008.

In the third quarter, training on WatSan management and latrine construction for artisans was conducted for SRCS. The activity was supported and funded by the Netherlands RC.

A joint mission to Mandera/Wajir WatSan project was undertaken by the WatSan officer (Hardware). This was supported by the Swedish RC. Findings reflect good achievements in targets.

A workshop was held in Windhoek Namibia in July 2008 to review progress of all ACP WatSan projects funded in Africa. Reporting schedules were reviewed and new templates for financial reporting adopted. The eighth quarterly report on progress for the long-term WatSan programmes in Somalia, Kenya, Sudan, Ethiopia and Eritrea was finalised and submitted to the EU.

During the reporting period, the health and care programme supported training of NS WatSan staff. In the second quarter of 2008, staff from three NS participated in trainings in Somalia, Ghana and Sudan, with the support of the HC department. The training for community WatSan programming included PHAST and Community Management. Training for staff was undertaken in Juba as a follow up to the flood response. Similar training was done for staff in Ghana as part of long term development.

In quarter four, 17 staff from SRCS were trained on WatSan kit operation. One KRCS WatSan officer was trained in Austria in WatSan kit operations and will serve as Zone resource person. The KRCS NDRT team was trained in WatSan in emergencies. This has helped develop a pool of resource persons.

## **Outcome/Expected results 2: Increased resilience to disease outbreaks**

### **Achievement**

In order to enhance resilience to disease outbreaks, the Zone supported the process of prepositioning emergency WatSan stocks at Zone and NS level. Dissemination of new WatSan kit stocks was done for WatSan staff in the Zone. During the first quarter, a new kit was procured, mainly composed of water treatment and storage plant for 10,000 persons as a start-up component on sanitation. This kit replaced one that had been deployed to Sudan during the 2007 floods response in Wau and Central Equatorial. In quarter four, procurement process for WatSan kits – Kit 5 for Sudan and Kit 2 for Rwanda started. KIT 5 is based on mechanised water treatment plants adequate for 5,000 people with a sanitation component and a hygiene kit for volunteers, while KIT 2 is focussing on household water treatment chemicals (Pur, Water Maker and Aquatabs) including a sanitation and hygiene promotion kit.

### **Constraints or Challenges**

Supporting NS to set up HIV and AIDS workplace policy was a big challenge. It was not and it seems most NS have lost the initial impetus over the last two years. There is need to engage senior level NS staff management to have this programme back on track.

Lack of adequate funding to provide specific technical support to particular NS for example the PHAST Review, HIV Global alliance workshops could not be held due to insufficient funding.

The staff turnover for the year left the Health and Care coordinator, Senior Public Health position and WatSan Senior Officer (Software) position vacant for three and eight months respectively. This affected the level of implementation of planned activities.

There is need to increase resource mobilisation efforts to fund health and care positions plus program support. To reduce frequent staff turnover the Zone requires adequate provision of remuneration benefits to attract and retain competent skills and experience in technical staff.

## Organizational Development (OD)

### Programme Component 1: Capacity building

#### Outcome/Expected result 1

- Improved NS skills to implement DM, health and care, OD and PV programmes

#### Achievements

The OD department supported capacity building in disaster risk reduction and response, , health and care, and in communication. This was through coordinating the work of the RC-Net Working Groups. Meetings were arranged and correspondences exchanged on various issues. However, some of the planned activities could not take place due to lack of funds and changed priorities by the respective technical departments.

### Programme Component 2: Movement cooperation, operational alliances and networks

#### Outcome/Expected results 1: Improved NS performance and accountability

#### Achievements

The Zone OD programme coordinated the work of RC-NET including that of its steering committee, and the four working groups for health and care, disaster management, communications and OD/RM. During the year, the programme regularly convened OD/RM working group meetings to facilitate learning and sharing best practice, and for peer support.

In October, the RC-NET General Assembly (GA) was organised. The assembly discussed strategies for strengthening the network, the *Capacity Building Strategy for Africa* and the agenda for the Pan African Conference. During the Pan African Congress (PAC), the Eastern Africa NS actively participated in the deliberations; this was after prior preparations at the GA. The General Assembly also reviewed and adopted the RC-NET Rules of Procedure.

In addition, the OD Programme took up the role of coordinating the activities of the Lake Victoria Programme after its proposal was adopted at the LVP Annual Meeting held in Dar es Salaam in November 2008. The OD/RM and LVP meetings were held one, after another for ease of logistics, and for efficient resource utilisation. Recommendations and action plans from this meeting were incorporated into NS plans and activities. Also opportunities for peer-to-peer support were exploited and used. In addition, common tools for NS development were proposed and developed. This is an on-going exercise involving several stakeholders.

The OD department embarked on publishing best practices on health and care programming and volunteer and branch development. With assistance from Swedish Red Cross, OD embarked on the development of the local capacity building manual and toolkits. A participatory approach has been used involving National Societies and the existing networks. A similar exercise has been undertaken with Netherlands RC to complement their earlier efforts at producing the community development manual. The manual is in its final stages of completion and will hopefully be tested in the first quarter of 2009. The Zone office has also supported the production of a manual for designing and managing income generating projects at RC/RC grassroots structures. With the support from Swedish RC, the OD programme has been working with National Societies in Eastern Africa to produce a Local Capacity Building User Guide and Toolkits. The draft has been shared with the technical department in Geneva and once finalised, this tool could be adopted for global application.

A number of NS expressed interest in originating, or hosting exchange visits. However, this activity could not take place due to funding constraints. It is planned that officials from Comoros RC and TRCNS will visit KRCS, and finance technicians from Rwanda and Burundi will visit URCS to share experience on the implementation of Navision accounting software in 2009. The relevant heads of OD have finalised plans for BRC to support Comoros RC in the area of branch development and volunteer management.

### **Programme component 3. Capacity Development: Governance and Management**

**Outcome/Expected result 1:** Improved governance and management relations and service delivery at the NS headquarters and branch levels

#### **Achievements**

The Zone office continues to monitor and support the review and update of constitutions and statutes ahead of the 2010 deadline. This also includes the development of strategic plans or policies. Already eight of the NS have achieved substantial progress, and four NS (Ethiopia, Sudan, Comoros and Mauritius) have more or less completed the process. In consultation with the Joint Statute Commission, the Zone office will continue to provide necessary support. It is hoped that all NS will complete within the deadline.

In collaboration with Swedish RC, the Zone office supported TRCNS in developing its Strategic Plan. This has been mainly through resource mobilisation and provision of technical input. A final version has been produced in English and is being translated to Kiswahili before the plan is adopted by the National Executive Committee. A partnership meeting is planned thereafter. On the other hand, general elections were conducted in Ethiopia in December 2008. The new board will, among other things, spearhead the statute review.

Another activity under this outcome was to ensure enhanced movement cooperation and operational alliances. In relation to this, the programme concluded discussions with Japanese RC for the signing of an integrated agreement covering the next two years. JRC joins Norwegian, American and Netherlands RC Societies that already signed. Only Netherlands RC have so far renewed for a further two years. Follow-up on renewal of Integration Agreements with two PNS that have already signed, as well as negotiation of new ones with Finnish, German and Danish RC have been on-going. As at the date of this report, the Zone office has had difficulties concluding the agreement with German RC. Discussions are ongoing with Geneva and a revised fees structure will be issued in early 2009. When this is done, the Zone office will engage with all PNS to ensure that all PNS who receive services pay an acceptable basic fee.

Several discussions were held with NS on integrated branch development to make NS branches (Comoros, Sudan and Eritrea) functional and/or more effective. To support this, a tool is being developed with the assistance of Swedish RC. However, constraints remain regarding funding and deployment of human resources therefore it has not been possible to provide consistent support to branch development in Southern Sudan, and in Comoros despite the overwhelming need.

With the support of American RC, governance and management training was held in Tanzania RC. The Zone office also supported the training in Sudan as well as in Djibouti and Seychelles.

**Outcome/Expected result 2:** Improved communication and networking among branches

#### **Achievements**

During the first and second quarter, Zone IT/Telecoms officer participated in the recruitment and induction of the IT Officer for Burundi RC; the officer also trained the IT Team in Sudan on radio operations and maintenance, and with the aid of a consultant, on the use of Sage Accounting software. In the third quarter, a needs assessment was conducted in Rwanda. Due to funds

constraint, it has not been possible to train all the 14 NS on standards. However, training has been provided to three NS (Sudan, Burundi, and Rwanda) based on specific needs that are financed from the programmes. It is recommended that ISD Geneva offers budget support to this activity in future.

In Rwanda and Burundi RC, email systems were procured and installed between quarter one and three. This was also done in Sudan in the fourth quarter. In TRCNS, the board has tasked the management to come up with a sound electronic mailing solution. The Zone office has not been able to assist due to lack of funds.

To help improve communication and networking, emphasis has been on the installation of reliable and professional email systems. The capacity assessment indicates that the national capacities for web design exist, but NS content management is lacking. Whilst a plan for website design has been drawn up for Burundi, the design and establishment of NS website is constrained by lack of good internet connectivity, as well as capacity for web content design and update.

During the reporting period, operational HF and VHF networks have been installed in Sudan and Burundi. This was accompanied with staff training, and provision of manuals and toolkits. Follow up missions were conducted to ensure sustainable use of radios.

## **Programme Component 4: Ensuring financial sustainability**

### **Outcome/Expected outcome 1: Improved financial accountability**

The Zone has been supporting Sudan, Rwanda, Burundi and Tanzania to develop financial systems to improve financial accountability. However, consolidation of headquarters and branch budgets will take some time to achieve due to poor or absent infrastructure and lack of basic equipments and trained personnel. The interim target has been to support the headquarters to operate sound financial systems for gradual rollout to the lower structures. The development of these financial systems has improved decision making at management level as the systems can now generate reports to support informed decision making.

### **Constraints or Challenges**

Prior to June 2008, the OD office at the Zone had been non-functional for about three years thus rendering the provision of consistent support to National Societies difficult and ad hoc. This problem was compounded by the limited budget support and high labour turnover at NS.

The OD office at the Zone has prioritised the establishment of a network of National Societies OD practitioners and activated the youth and volunteer networks. Future support will be focused on the development of tools, and systems as well as the promotion of peer support and learning. The leadership of National Societies will be encouraged to design appropriate strategies for staff and volunteer retention at all levels.

In many cases, NS have found themselves in situations where the projects they implement do not result into improved service delivery to the vulnerable but are rather responsive to short term objectives and are largely donor-driven. There is therefore need for increased sensitisation on the superiority of the service delivery as opposed to project approaches to NS development.

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

### Programme Component 1: Increasing capacity for programme development and management

**Outcome/Expected result 1:** Improved understanding of the key programming elements in the core Federation programmes by NS

#### Achievements

In order to enhance understanding of programming elements by NS, PMER conducted several training workshops within the Zone for NS:

**Reporting workshop for KRCS:** This workshop was attended by 20 KRCS staff from branches and the headquarters. The objective of the workshop was to strengthen the reporting capacity of the staff, identify reporting challenges (and solutions to these), and improve writing and editing skills and to help participants understand the role of reporting and consequences of poor reporting. The training was focussed on the KRCS reporting template and, based on the challenges the participants mentioned, the facilitators tailored the case studies in such a way that most (if not all) of the challenges were addressed.

**PMER training in Rwanda and Burundi:** These workshops' objectives were to strengthen the planning, monitoring, evaluation and reporting capacities of both headquarter and branch staff from the two NS. Participants were trained in project planning using the logical framework approach. The workshops were also used to draft and/or review the 2009-2010 country plan and development of M&E plans as well as enhancing the reporting skills of the participants. The two NS have shown significant improvement in their PMER skills after the trainings.

**Sudan, Ethiopia and Comoros RC:** In Sudan, a training workshop was conducted jointly with ICRC where staff from the both the headquarters and the branches were trained in project cycle management based on the Log Frame Approach. In Ethiopia, the training was based on the needs assessment carried out the previous year and participants were also trained in project cycle management. A similar training was conducted for staff and volunteers from Comoros.

These workshops were aimed at strengthening the PMER capacities of NS staff and volunteers. Following the trainings, a lot of improvements have been witnessed from these NS. The quality of programming and reporting has improved to some extent. In 2009, the department has planned to scale up the trainings based on a needs basis to reach more staff and volunteers at branch levels from the targeted NS.

**PMER shared learning:** The Zone PMER conducted a PMER shared learning meeting in Nairobi which was aimed at building and strengthening internal sharing and learning practices, procedures and systems. The workshop explored existing initiatives, resources and knowledge and best practices within the EA NS as well as other Zones in Africa. Representatives from Southern Africa as well as Western and Central Africa shared their experiences respectively. The meeting assisted in understanding how the Zone office, together with the NS can move towards an improved shared learning geared towards improving programme quality and accountability.

**Planning meetings:** Three meetings were held: initial planning meeting; NS planning meeting and; secretariat planning meeting. An initial planning meeting was held in Nairobi in April for 14 NS in the Zone. Participants included PMER focal persons, programme staff, Secretaries General and Federation representatives from the Sub-zones and country delegations. During the meeting, role of the Zone PMER unit was explained. The meeting discussed the approach for the Federation planning process for 2009-2010 and the new planning tools and guidelines were introduced and discussed.

In June a meeting was held with NS and Partners to finalize the country and Zone plans as well as to be informed on the priorities of the Partners. This meeting was followed by secretariat planning meeting where country plans were reviewed and with additional input from Zone technical departments based on their priorities for 2009-2010. Comments on the country and Zone plans were received and were incorporated in the final plans. Completed country and Zone plans and budgets were timely posted to the Federation web site in October 2008.

**Outcome/Expected result 2:** Improved understanding of the key programming elements in the core Federation programmes by Federation secretariat staff

### **Achievements**

During the 2009-2010 planning cycle, new planning, resource mobilization and reporting guidelines and templates were developed by PMER department in Geneva. These were disseminated by Zone PMER to the Zone programme staff, country representations and sub-zone offices. The planning guidelines which were in English were translated to French for the Francophone NS. These documents were discussed during the initial planning meeting held in Nairobi. In addition to the guidelines, the PMER and Zone technical departments were in constant dialogue with the country offices, NS and Zone departments during the planning period. With this interaction, the Federation staff were able to identify problems and needs, define the actions required to respond to those needs, and determine the desired outcomes of actions and the resources required to achieve those outcomes. This coordinated approach resulted into timely submission of plans and budgets.

PMER developed a monitoring tool for the programme staff to track implementation of the 2008-2009 plans. At the end of each quarter, the programmes submitted to PMER their progress reports and PMER facilitated quarterly review meetings with the support from the offices of the Head of Zone and Deputy Head of Zone. On a quarterly basis, the Zone is able to discuss achievements made per programme area and identify areas of improvement and action steps. This tool also enabled the Zone to put together the 2008 mid year programme update and the annual report respectively since the information is readily available.

PMER continues to support Global PMER initiatives, Zone PMER participated in conference meetings and provided technical input to improve the planning and resource mobilization guidelines 2010-2011, project planning process (PPP) handbook and Federation wide monitoring system initiatives coordinated by Geneva. It is envisaged that this support will continue to be provided by the Zone to facilitate rolling out these initiatives.

**Outcome/Expected result 3:** Integrated PMER systems and structures in place within NS for more effective and efficient management of programmes

### **Achievements**

PMER needs assessment was conducted among the 14 NS during the initial planning meeting in Nairobi. Needs for Rwanda, Burundi, Ethiopia and Eritrea were identified and with support from DfID, PMER developed a plan of action (PoA) on the best way to respond to their needs in 2009.

With support from the American Red Cross, the PMER department is developing a monitoring and evaluation system in Kenya and Tanzania. The system will enable the Zone as well as the two National Societies to assess progress, performance and possible impact of the Global Alliance on HIV programmes. Specifically, the system will facilitate data entry, data analysis and generation of reports. The terms of reference for the system development have been drafted and shared with the NS as well as the Zone health and care programme. A consulting company to provide statistical software (SPSS) training has been identified. Focal persons to oversee the management of the systems have been selected and training in the use and maintenance of the same will be carried out in mid-February 2009.

**Outcome/Expected result 4:** Increased compliance to donor reporting requirements among NS and the Federation staff

### **Achievements**

The quality of reports from National Societies is improving as PMER continues to give tailor-made support. The number of pending reports (programmes and operations) has also drastically reduced from 35 emergency reports in the first quarter of the year to six by the end of the year; and from 63 pledge-based reports in the first quarter to 27 by December 2008. The reporting tracking tool facilitated timely follow up by the PMER department and the Head of Zone also emphasized the importance of timely reporting which resulted in commitments by National Societies to submit most reports which were overdue. Revised reporting guidelines for emergency reports, pledge based and programmes have been shared with the National Societies through the country and sub-zone offices.

**Outcome/Expected result 5:** Increased understanding of and compliance to key donor regulations

### **Achievements**

Donor funding conditions for ECHO were shared with the Uganda Red Cross Society to enable them draft their report on the floods operation supported by ECHO. The revised NORAD reporting guidelines were also shared with the Health and Care programme in order for them to meet the Norwegian Red Cross reporting requirements. Continued support is given to National Societies upon request.

The Ethiopian Red Cross Society was assisted in refining their proposal for PMER activities. This proposal will assist them in marketing the National Society PMER department and eventually secure funding/commitment from donors.

### **Constraints or Challenges**

Not all National Societies have PMER focal persons. In such NS, identifying needs and enhancing capacity has been difficult. Even dissemination of information/Federation guidelines has not been easy. Such NS always lag behind in submission of reports and draft plans. To address this challenge the PMER department continuously follows up these National Societies and provides tailor made support

Some elements of the planning process especially the budgeting guidelines were also a challenge to PMER. Guidelines on budget ceilings were not clear and NS were highly ambitious in presenting their priority activities. However, these activities had to be revised later due to the budget constraints following last minute budget cuts from Geneva. During the next planning cycle, PMER foresees a challenge in engaging with the NS in relation to the activities they would like the Federation to support especially for NS whose donor response was very low.

Though there has been remarkable progress in reducing the number of pending reports, the department faces a challenge of late submission of pledge-based and emergency reports from NS. The National Societies' feedback on this is that the same information is required by the different donors in various templates hence they prioritise the reports required by the external donors and bilateral partners. It is hoped that the Federation Wide Monitoring System currently being coordinated by Geneva PMER will address this to some extent at least within the Movement.

## Communications and Principles and Values

**Outcome/Expected result 1:** Federation and NS operations are profiled to internal and external audiences, including media

### Achievements

The Communications department continued with its supporting role to programmes and operations in the Zone. The department supported Malagasy and Kenya Red Cross Societies to issue news releases, publish articles and launch emergency appeals for the cyclone (Madagascar) and post election violence (Kenya). At the same time, the department supported the launch of the Eastern Africa Global HIV and AIDS appeal during the partnership meeting in Uganda and the Africa Food Security Initiative in Addis Ababa.

When the Ethiopia preliminary emergency appeal was released, the department organized and conducted a media tour, facilitated news releases, internal question and answer sessions for membership and also arranged for interviews with spokespersons. The department secured media crew to give specific support to British Red Cross during the launch of their emergency appeal (Ethiopia emergency appeal).

During the final quarter for 2008, there was intense support to the Horn of Africa food security scale up mission. A media consultant was assigned, films, photos and articles were produced. A communication plan of action was used for the launch of the Horn of Africa emergency appeal which was supported with news releases and interviews, production of talking points fact sheet and appeal-at-a-glance document. A Kenya Red Cross communication team was deployed to Djibouti and coached to support the scaling up mission.

**Outcome/Expected result 2:** NS staff have basic communications skills needed for successful HIV programme implementation

### Achievements

In April, five National Societies' (Kenya, Uganda, Madagascar, Seychelles and Rwanda) Communication Officers together with the Zone Communications Manager participated in the Global Communications Forum in Washington. Participants accepted the recommendation made by the Eastern Africa team to organize next year's global gathering in Nairobi, Kenya.

The Eastern Africa Zone was part of the working group that prepared and conducted the communications element during the Pan African Conference in Johannesburg. The Zone office facilitated the attendance of Uganda, Ethiopia and Burundi Red Cross communicators. Articles highlighting the EA Zone participation in conference were produced and published on FedNet as the conference was unfolding.

During the third quarter, the Communications Manager attended Burundi partners' retreat where communication and principles and values (PV) activities were debated. The Manager also attended South Africa's regional communication forum and facilitated a session on crisis communication. The manager also participated in the Global Communication Managers' meeting in Geneva. Learning from the working group was shared with NS counterparts.

In the fourth quarter, RC Net communications/PHV forum was held in Nairobi and all Zone NS other than Eritrea attended. The Reuters television Chief Producer attended and a teleconference was held with Reuters *AlertNet* on improving beneficiary communication in emergencies.

In the first quarter of 2008, the Eastern Africa Zone quarterly newsletter was launched and used as the medium for sharing information. The Communications unit has produced the quarterly EA zone newsletter with contributions from most of the 14 NS and Zone departments Positive

feedback was received from beneficiaries in particular for the effort of generating a French version of the newsletter.

### Constraints or Challenges

The main challenges faced by most of the NS and the Zone are related to insufficient resources, both human and financial. In some cases the demand for strengthening skills and capacities could not be met because of these reasons. Internal communication between units at NS, and sometimes at Zone and Federation representation level could always be improved. The communication and resource mobilization teams at the Zone and secretariat level have continued to campaign for improved internal communication and more focused, factual as well as analytical information.

The Zone communications unit functioned through most of the year with only one delegate in charge. This situation led to occasional stress and sometimes demanded setting priorities over issues of equal importance.

The process of designing Zone identity templates is taking a lot of time. While waiting for its completion, this leaves the office without a package of documents that could be used for external relations. There is also a lack of general Federation briefing documents.

The lack of accurate figures and sometimes a too sensitive political environment led to poor data and statistics from operation areas. As a consequence, both the volume and quality of information emanating from NS had a lot to suffer, with some programmes being insufficiently publicized both internally and externally. Lack of coverage has had and will continue to have a negative impact on the resource mobilization effort.

The issue of securing minimum financial resources for communication has been discussed at the Global Communications Forum with strong Zone involvement. The Federation's Governing Board sanctioned the Forum's recommendation that "a minimum of 2 per cent of the budgets of NS or Federation offices be allocated towards communications". The Communication Manager also advised NS to negotiate the inclusion of communications cost into the budgets of *beneficiary departments*. A similar approach is used with some success at Zone level.

The Zone is actively exploring the possibility of tapping into PNS human resources as a way to back-up some of the activities and partly overcome the lack of financial resource. The approach will have the additional benefit of strengthening relations between African communicators and their PNS counterparts, leading to an empowered Federation corps of communicators.

## Working in partnership

The Eastern Africa Zone participated in the seventh Pan African Congress held in November in Johannesburg. The Congress reaffirmed the primary importance of partnerships within the Red Cross and Red Crescent Movement and welcomed the support Red Cross Red Crescent programmes receive from Governments, the United Nations and other intergovernmental organizations. One of the points of emphasis was that governments, regional and global international organisations, NGOs, the private sector and donors from around the world, can support the achievement of the RC/RC priorities and objectives with programmes which reflect the role of communities in designing and delivering effective solutions.

The Zone Office is working in partnership with most humanitarian agencies in the region such as UN OCHA, World Food Programme (WFP), Food and Agricultural Organization (FAO), USAID and ECHO. Specifically, the disaster management department participated in the following events:

- Regular participation in Regional Food Security Working Group meetings, developing strategies for response to rising food prices among other initiatives

- UN OCHA cluster leadership workshop (disaster management coordinator co-facilitated part of the workshop)
- Inter Agency Working Group (IAWG) on Disaster Preparedness and Response – the Federation holds the vice-chair of this group.

As a process in enhancing strong networking and advocacy with PLHIV in the *Living 2008* Conference in Mexico, the Global HIV programme sought participation of staff or volunteers living with HIV, who would form the base of a RC/RC PLHIV network and contribute seriously to the development of the global PLHIV advocacy agenda. The Zone HIV programme nominated a volunteer PLHIV working with Uganda Red Cross Society. He attended the preparatory meeting from 17-19 May in Geneva, and was also supported to attend the Living 2008 as well as the Global Alliance meeting in Mexico. This is another beginning of strong networking for PLHIV advocacy and partnership within the Federation.

The organizational development department is working closely with the chair RC-Net and the chairperson of the Organizational Development working group and the steering committee members from Sudan, Seychelles, Kenya and Uganda. During the reporting period, meetings were held with the Movement cooperation department at the ICRC Regional Office in Nairobi.

The Zone organizational development role is to coordinate and provide technical support to the Organizational Development working group as they hold meetings, draw up terms of reference and plans of action. The cooperation with ICRC has been around common areas of support to National Societies in Djibouti, Kenya and Tanzania. During the year, OD regularly convened OD/RM working group meetings to facilitating learning and sharing best practice, and for peer support.

The Department for International Development (DfID), the International Federation and the British Red Cross committed to a partnership outlined in an Institutional Strategy (IS) covering a four-year period from January 2007 to December 2010. Disaster Management (DM) is the overarching priority of the IS. It is taken in its widest sense to cover disaster risk reduction (which includes preparedness and mitigation), emergency response and relief and recovery measures.

## Contributing to longer-term impact

The integration of emergency response with recovery and development which is being done by Disaster Management programme is a positive approach towards longer-term impact. Specifically, the longer-term food security programming that has been focusing on five NS in the Zone is a good example for bringing longer-term impact through building resilience of communities. This is also in line with respective country poverty reduction strategy papers.

The DM programme is piloting outcome level monitoring through the monitoring framework designed for the DFID programme. This compliments the existing monitoring of NS capacity carried out through WPNS surveys. In both these tools NS are required to measure their capacity against specially designed indicators and the results are analysed as a way of demonstrating increased capacity.

DM's successful exchange and peer review programme helped to share good practice from one NS to another. Additional work on documenting good practice and allowing NS to share their experiences through RC-NET meetings will also be enhanced in 2009. Workshops on shelter techniques and integrating food security and HIV and AIDs programming reinforce good practice and Sphere standards

The Global Alliance on HIV that was launched for nine NS is in line with Millennium Development Goal number six that strives to combat HIV and AIDS, malaria and other illnesses.

Following the launch of the EA Zone component of the Global Alliance in Uganda, a symposium was held bringing together all nine National Societies in the EA Zone Global Alliance on HIV and Movement partners. This symposium reviewed the strategies proposed by National Societies for the implementation of country plan and suggested areas for Zone support – key of which was to provide guidance on monitoring and evaluation and updated HIV programming guidelines. With support from the American Red Cross, the PMER department is developing a monitoring and evaluation database in Kenya and Tanzania. This database will enable the Zone as well as the two National Societies to assess the progress, performance and possible impact of the Global Alliance on HIV programmes. Possibilities for a wider role-out are being explored.

Under the auspices of the RC-NET, the OD Working Group regularly brings together OD practitioners from all the 14 National Societies to carry out peer-to-peer support and to share experiences. In the Action Plans submitted by the Working Group for the approval of the RC-NET Steering Committee, the Working Group identifies approaches for working together in sharing lessons learnt to promote the replication of successful elements. The implementation of these plans are monitored, evaluated and reported in quarterly meetings.

In addition, the necessary tools for local capacity building have been prepared based on field experiences, tested and used as inputs into the sustainable development of National Societies.

PMER will continue to promote and support the establishment of a Federation-wide results-based system for planning, performance measurement, learning and accountability so as to be more responsive and accountable to vulnerable groups. This will also assist in scaling-up and improving the reach, quality and impact of programming against the Global Agenda goals as well as to ensure that the resources are used in a transparent and efficient manner. The unit initiated the setting up of a PMER shared learning network in the Zone. A meeting was held in Nairobi where NS PMER focal persons attended to build and strengthen internal knowledge sharing and learning practices, procedures and systems. Based on this, a strategy for sharing of relevant experience, knowledge and skills has been developed.

## Looking ahead

The disaster management programmes, will continue focusing on outcomes that will help address the numerous challenges faced in the region. Specifically the programme will ensure: (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.

In line with Global Agenda 2, the health and care programme intends to tackle challenges in the region 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 WatSan programming and emergency response capacities at NS level; and (c) strengthened community and emergency health programming at NS level.

The Organisational Development department will continue to employ more of a coaching approach in its interaction with the respective echelons of the 14 National Societies. Future programming will focus on leadership and management development aimed at efficient processes at headquarters but most importantly, strong branch, youth and volunteer management systems. Plans and priorities will be guided by the '*Capacity Building Strategy for Africa*' that was further reinforced at the 7<sup>th</sup> Pan African Conference in the Johannesburg Commitments of October 2008. A global OD Strategy is presently under discussion that will

galvanise National Society development efforts towards a service as opposed to a project focus for sustainable development.

With the assistance of the technical team in Geneva, the department will support National Societies development through the Intensified Capacity Building, Capacity Building Fund, Empress Shoken Fund, Specific OD Support and through similar interventions that would reduce their dependency on foreign funding. Documentation and sharing of good practices and the promotion of peer-to-peer support will be a priority in the coming years. This will cover areas like the pilot project for building sustainable local capacity, financial sustainability, partnerships and other local initiatives.

The PMER unit will continue to promote a culture of continuous learning and enhancing capacity for programme development to improve quality, impact and accountability. More focus will be aimed at having integrated PMER systems and structures in place within NS for effective and efficient management of programmes. The unit will continue striving to enhance skills and capacity of NS staff through training workshops, exchange programmes and peer reviews. Focus will also be scaling up the trainings to reach more staff and volunteers at branch levels from the targeted NS. A shared learning network will be nurtured; through the network, greater linkages will be built, and knowledge and experiences on key PMER issues consolidated and disseminated to NS, the Zone and partners.

How we work	
<p>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".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
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