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## East Africa Regional Office Annual Report

 International Federation  
of Red Cross and Red Crescent Societies

**MAA64003**  
**20/May/2014**

**This report covers the  
period 01/January/2013 to  
31/December/2013**

*Rwandese migrants were assisted in  
using the BRC free telephone calls to  
announce their safe arrival and  
enquiring on whereabouts of their  
relatives scattered all over world.*  
**Photo/BRCS**



### Overview

In January 2013, the IFRC East Africa Regional Office had a significant increase in the number of mandated countries to support. The countries increased from 6 to 15. This responsibility for an additional 9 countries, without a significant increase in staff and other resources has had impacts on implementation levels across all units in the regional office. In addition to the above increase in responsibility, there were also issues related to the hand-over and transition period for the transfer of responsibilities of the Indian Ocean Islands to the East Africa regional office. Ongoing communication and efforts are required to continue strengthening the relationship with Indian Ocean Regional Intervention Platform (PIROI).

The Regional Office supported the development a total of 15 DREFs and 5 Emergency Appeals in the reporting period, mainly in response to disease outbreaks, floods and population movements in Burundi, Ethiopia, Uganda, Kenya, Seychelles, Madagascar, Somalia, South Sudan, Somalia, Tanzania and Sudan. In coordination with the Zone Disaster Management (DM) team, the IFRC Region's Technical Support Unit (TSU) team provided technical feedback and input during the preparation of the DREFs and Appeals, and collaborated with IFRC Geneva office to secure timely approval. In order to boost the National Societies' preparedness and response capacity, 5 National Societies received 1,000 kits each of prepositioned stock (Rwanda, Burundi, Djibouti, Sudan and Ethiopia).

IFRC continued to build on a regional collective voice of the strength of community and volunteer action to influence the wider EA humanitarian community, an advocacy report on the same was published in May 2013 '*Investing in National Societies' volunteers and partnerships: the road to strengthening community resilience in East Africa*'. Throughout the reporting period a special focus was given to the use of technology in building community resilience, delivering better early warning, early action and emergency response and improving levels of accountability to beneficiaries. With support of the Communication team, 48 stories and 12 press releases were published on the IFRC website. Press releases were circulated to the international media working within the region, local media in-country, as well as to international media via Geneva.

In order to find out the needs, capacities and work going on in Planning, Monitoring, Evaluation and Reporting (PMER) in the 15 NS covered by the regional office the PMER unit conducted a mapping exercise at the beginning of the year. This mapping led to a prioritization of support to be provided to NS during the year.

### Working in partnership

- **Partner National Societies:** The Regional Office worked closely and partnered with a number of Partner National Societies including; Austrian Red Cross, British Red Cross, Canadian Red Cross, China Red Cross, Danish Red Cross, Finnish Red Cross, German Red Cross, Iranian Red Crescent, Japanese Red Cross, Monaco Red Cross, Netherlands Red Cross, Swedish Red Cross.
- **African Development Bank:** IFRC entered into a partnership with the African Development Bank in 2012 but the MOU and funds (1M USD) were received in 2013 for Comoros. The funds will be for the Floods Emergency Appeal and the timeframe of the contract is 1 April to 30 September, 2013.
- **JICA:** IFRC and Japan International Cooperation Agency (JICA) made the overall cooperation MoU in May 2013. JICA is not a funding agency but they will provide technical support and cooperation in the following areas:
  - ✓ Disaster management and local capacity building for disaster risk reduction, disaster preparedness, disaster relief and rehabilitation;
  - ✓ Building long term community resilience and capacity in areas relating to health and community care, climate change, water and sanitation, food security;
  - ✓ Partnership for effective humanitarian interventions through skills and competence development of staff and volunteers;
  - ✓ Peace building, youth and gender related activities;
  - ✓ Humanitarian dialogue, including legislative advocacy, in particular in follow up to the Resolutions adopted at the 31st International Conference of Red Cross and Red Crescent Movement.
- **Land Rover and British Red Cross:** long-term water, sanitation and hygiene development project in Uganda (40,000 people reached over 3 years).
- **European Union, Swedish Red Cross and Netherlands Red Cross:** 4 year urban sanitation project in Eritrea.
- **Humanitarian Innovation Fund (HIF), AFRipads Ltd. and British, Norwegian and Netherlands Red Cross Societies:** supporting Menstrual Hygiene Management in Emergencies pilot project and regional scale-up (ongoing).

- **Norwegian Red Cross:** supporting WatSan preparedness and emergency response equipment at regional and national level.
- **Action Against Hunger and ECHO with Kenya Red Cross Society:** partnership for WatSan and Nutrition in Dadaab (refugee and host populations).
- **Nestlé:** supporting a long-term water and sanitation project in Rwanda.

## Progress towards outcomes

### Business line 1: Raise humanitarian standards.

**Outcome 1: National Societies (NS) of the region effectively build preparedness, response and analytical humanitarian capacity in line with RC/RC and wider international quality, accountability standards. NS of the region will be at the forefront of advocacy on the domestication of International Disaster Law (IDL) within the region. NS of the region will build on a regional collective voice of the strength of community and volunteer action to influence the wider EA humanitarian community.**

Indicators	Annual Target	Year to Date Actual
• IDRL training conducted in 3 countries to Government and National Societies.	3	0
• Regional/Horn of Africa IDRL training conducted with Government, UN, INGOs and RC/RC.	1	0
• 1 Country and 1 Regional Action Plan developed by Government representatives for the 'domestication' of IDRL.	1	0
• 3 studies conducted on the role of Volunteer action in building resilience.	3	2
• International Joint Standards assessments, training and action plans developed in 3 National Societies.	3	0

### Comments on progress towards outcomes

Mauritius, Uganda and Rwanda NS continue to receive support from IFRC in their IDRL work with their respective governments. In the reporting period, Rwanda parliament adopted the IDRL bill into law while both Uganda and Mauritius are in the process of enacting the bill. The planned IDRL trainings were not conducted due to funding constraints.

In addition, a full study on Disaster Law in Tanzania has been undertaken: *Tanzania: Country Case Study Report: How Law and Regulation Support Disaster Risk Reduction*.

IFRC continued to build on a regional collective voice of the strength of community and volunteer action to influence the wider EA humanitarian community, an advocacy report on the same was published in May 2013 '*Investing in National Societies' volunteers and partnerships: the road to strengthening community resilience in East Africa*'. This report considers the extent to which Red Cross Red Crescent volunteer action is strengthening community resilience in East Africa. It specifically focuses on the unique role of volunteers in implementing resilience enabling actions, as set out in the joint Call for Action issued by the Inter-Governmental Authority on Development

(IGAD), the Kenya Red Cross Society (KRCS) and the IFRC in June 2012. It emphasizes the roles of Red Cross Red Crescent National Societies as respected long term partners investing in East Africa's sustainable development.

Based on the IFRC 'The road to resilience' report<sup>1</sup> published in June 2013 and on lessons learned from implementation, the report is structured around ten enabling actions that strengthen community resilience and aim to demonstrate how increased investment in National Societies' volunteers and partnerships further empowers locally-led solutions for greater sustainable impacts on community resilience. Integrating emergency and risk reduction initiatives at the community level to strengthen community resilience requires a shift in the approach of the Red Cross Red Crescent, governments, donors and other external stakeholders. Recommendations for such changes include:

- Emphasis on National Societies' accountability to communities and the development of long term plans.
- Develop volunteer roles that best strengthen resilience according to community plans – capacity building of volunteers, communities and National Societies.
- Broker long-term partnerships through evidence of sustainable impacts in community resilience and provide new opportunities to engage with change.
- Advocate nationally and internationally to address the root causes of community vulnerability through a twin track approach.
- Conduct further cost benefit and policy analysis to gather evidence to improve long term planning and monitoring.

## Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.

**Outcome 1: EA national societies are the first community based responders to every natural and man-made disaster in East Africa.**

Indicators	Annual Target	Year to Date Actual
• National and regional risk maps and contingency plans developed in 4 NSs	4	0
• 1 Learning Curricula developed on the role of NS board and NS Management in Disaster management.	1	1
• 6 NSs have trained personnel in CBDRR, EW-EA and preparedness	6	6
• 5 NSs have access to a standing emergency stock at either national or regional level sufficient for 5,000 people	5	5
• 3 NS roll out the use of mobile technology to expand the reach and speed of messages to and from volunteers.	3	4
• WatSan emergency response tools, equipment and mechanisms reviewed and updated in 4 NS and at regional		

<sup>1</sup> The report has been used and referred to by various organisations, including UN and IGAD and is available on DRR website: <http://www.disasterreduction.net/east-central-africa-old/library/detail/en/c/2757/> as well as relief web <http://reliefweb.int/report/world/road-strengthening-community-resilience-east-africa-advocacy-report-may-2013>. IFRC presented the report to ECHO and to other donors who have been very interested in supporting us further

level		
• A minimum of 1 Health/WatSan focused RDRT training performed per year	4	6
• A minimum of 2 health/WatSan focused NDRT trainings performed per year	1	1
• Emergency operations are regularly evaluated	2	3
	4	3

### Business line 3: Strengthen the specific Red Cross Red Crescent contribution to development

Outcome: EA NS effectively build community resilience to slow, onset disasters in the region.

Indicators	Annual Target	Year to Date Actual
• Needs assessments conducted and programmes developed in urban settings in 3 countries.	3	3
• 3 pieces of research/analysis pieces conducted on changing vulnerability, the role of volunteer action in building community resilience in Arid Lands, Wetlands and Urban areas.	3	2
• 3 NS have established new risk reduction programmes in vulnerable communities – ARID lands and Urban areas	3	2
• 30 Volunteers trained in 3 National Societies in ToT-monitoring acute malnutrition in arid lands.	30	40
• Branches, from 5 National Societies along Lake Victoria and other neighbouring lakes supported to mitigate local risks in wetlands, based on a baseline survey and subsequent 'cross border' plan of action developed for 2012 -3.	5	5
• A minimum of 2 regional learning/coordination events facilitated annually for National Societies.	2	1
• Support provided to all NS in long term strategy prioritization and formulation.	6	9
• Support provided to all NS program/proposal development	6	15

**Business line 4: Heighten Red Cross Red Crescent influence and support for our work**

**Outcome:** To broaden the range of stakeholders providing financial and partnership support to NS in East Africa, evidence of effective NS action is represented, through humanitarian diplomacy and grant proposals, to a targeted range of current and potential partners.

Indicators	Annual Target	Year to Date Actual
<ul style="list-style-type: none"> <li>A minimum of 1 study and two evaluations on the HoA operations are conducted</li> </ul>	3	2
<ul style="list-style-type: none"> <li>1 regional assessment conducted in all 6 National Societies on current, MIS, Monitoring and Evaluation processes, systems and capacities with recommendations for improvement, cross NS learning and where relevant, standardization can be realized.</li> </ul>	1	0
<ul style="list-style-type: none"> <li>One study of impact and lessons to bring to scale ‘invisible activities’</li> </ul>	1	1
<ul style="list-style-type: none"> <li>cost benefit analysis (CBA) of volunteer action conducted</li> </ul>	1	1
<ul style="list-style-type: none"> <li>3 case studies of volunteer action in arid lands, wet lands and urban areas conducted.</li> </ul>	3	3
<ul style="list-style-type: none"> <li>2 studies presented at Pan-African Conference and other statutory events.</li> </ul>	2	1
<ul style="list-style-type: none"> <li>1 EA wider Advocacy strategy developed to demonstrate the impact of and promote the scale up of volunteer action.</li> </ul>	1	0
<ul style="list-style-type: none"> <li>Studies presented at 2 targeted round tables</li> </ul>	2	3
<ul style="list-style-type: none"> <li>70% funding for all appeals.</li> </ul>	70%	90%
<ul style="list-style-type: none"> <li>Funding base diversified with 2 new partnerships agreements signed annually with non-traditional partners.</li> </ul>	2	4
<ul style="list-style-type: none"> <li>Increased compliance to donor regulations, including a minimum of 85% expenditure of funds received and processing of cash pledges and requests within two days of receipt.</li> </ul>	85%	46%
	2 days	3 days

**Business Line 5: Deepen our tradition of togetherness through joint working and accountability**

**Outcome 1:** The EA Regional Representation offers high quality donor compliance.

**Outcome 2:** The EA Regional Representation offers high quality donor compliance and coordination services to NS working in East Africa

Indicators	Annual Target	Year to Date Actual
<ul style="list-style-type: none"> <li>A Minimum 80% of reports are submitted to donors on time</li> </ul>	80%	55%
<ul style="list-style-type: none"> <li>A Minimum 70% of target NS in the EA region produce collectively defined ‘quality’ reports (feedback mechanisms to be developed to measure this)</li> </ul>	70%	Not Measured
<ul style="list-style-type: none"> <li>A minimum of 1 PCM- PPP/ToT and 3 PCM/PPP trainings conducted annually.</li> </ul>	4	0
<ul style="list-style-type: none"> <li>Bi-annual “support services questionnaire” shows 75% or above</li> </ul>		

“high level” client satisfaction for IT, HR, logistics and administration support in the East Africa Regional Representation	75%	Not measured
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## Stakeholder participation and feedback

A number of beneficiary satisfaction and other surveys have been carried out by IFRC for different projects. These include Madagascar Flood DREF and Uganda Ebola DREF operations. The feedback received will be used together with other lessons learnt in improving the quality and approaches in upcoming interventions.

As part of the Menstrual Hygiene Management (MHM) in Emergencies project, beneficiaries were consulted through age-segregated focus group discussions (FGDs) and directly involved in finalizing the content of both types of MHM kit (disposable and reusable). The FGDs brought out issues around cultural, behaviour, practices related to MHM in a refugee camp setting in Burundi, and was also used to directly guide and inform the distribution mechanism and other project activities. Key feedback received from beneficiaries was related to health and hygiene.

Uganda Land Rover – baseline KAP assessment which feed into project design, communities participated in planning and design of project, as well as contributed to project activities. Community water committees and PHAST groups were formed including involvement of both males and females.

As a step in evaluating and learning from the Ethiopia drought evaluation a lessons learned workshop was conducted (following the end of the operation and the final evaluation). The discussions during the workshop were informed by the responses to a survey sent out to ERCS and PNS ahead of the workshop.

Beneficiary satisfaction survey was also conducted as a part of the review of the Seychelles DREF. This survey focused on the hygiene items distributed during the DREF.

RDRT survey and review of deployments brought out issues around sustainability of RDRT system. Feedback received enabled communication to be improved between the RDRT members, the NS and IFRC which lead to improvements in effective and efficient deployment of WatSan RDRT. This feedback was directly used to update, review and improve the WatSan RDRT and NDRT training curriculum.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
<b>Human Resources</b> <ul style="list-style-type: none"> <li>• Lack of skilled staff with particular skills among the NS</li> <li>• Low operational capacity of the NSs</li> <li>• High turnover of staff in NS and IFRC</li> </ul>	H	<ul style="list-style-type: none"> <li>• Training of existing and newly recruited staff</li> <li>• Support in recruitment processes</li> <li>• Support in operational aspects where possible</li> <li>• Invest in capacity building and new areas of responsibility for staff</li> </ul>

		<ul style="list-style-type: none"> <li>• Provide motivation to staff through peer to peer learning, staff on loan</li> </ul>
<b>Financial management</b> <ul style="list-style-type: none"> <li>• Lack of reliability in financial reporting</li> <li>• Fraud, corruption and misappropriation</li> </ul>	M	<ul style="list-style-type: none"> <li>• Adapt financial management framework and guidelines, including internal control</li> <li>• Consolidated financial reporting on a quarterly basis</li> <li>• Execute training in financial management among concerned staff, both at HQ and branch level</li> </ul>
<b>Coordination</b> <ul style="list-style-type: none"> <li>• Duplication of effort</li> <li>• Non-coverage of humanitarian needs</li> <li>• Missed opportunities as a humanitarian actors</li> </ul>	H	<ul style="list-style-type: none"> <li>• Arrange internal cross-project workshop or meetings for knowledge sharing</li> <li>• Participate in humanitarian coordination meetings when relevant</li> <li>• Set up regular management meetings between IFRC and NS</li> <li>• Identify and mitigate potential personal conflicts that may hamper coordination</li> </ul>
<b>Security</b> <ul style="list-style-type: none"> <li>• Bad security situation for staff and volunteers</li> <li>• Possible closure or interruption of project implementation</li> </ul>	M	<ul style="list-style-type: none"> <li>• Adapt security framework</li> <li>• Implement evacuation plan</li> </ul>

### Lessons learned and looking ahead

- Changing working relationships by working together - across government and non-government actors such as RCRC volunteers as surge capacity to support and complement government's work during and in between drought, food-insecurity and nutrition crisis to provide essential nutrition, WatSan and education services without disrupting on-going activities.
- Linking relief responses to longer term developmental objectives (Early action to manage risks rather than crisis to strengthen communities' resilience- Improved Red Cross drought and stronger linkages between early warning and response analysis- link food security and nutrition)
- The way we invest must change. It is critical to adopt a bottom up approach, ensuring sustainability through community ownership and leadership while avoiding aid dependency. These 2 lessons learned have been endorsed by the Food Security and Nutrition Working Group (FSNWG) and the Inter-Agency Working Group (IAWG) at regional level.
- Currently National Societies are reliant on face-to-face as the main means of communication with communities. While face-to-face is undoubtedly a good way to communicate, it is limited in its reach, difficult to measure quality and not always a reliable means of collecting impartial and honest feedback. Without exception, National Societies have welcomed the beneficiary communication project enthusiastically and can clearly see the benefits it will provide, both in terms of increasing the impact and reach of their programming and for opening up lines of communication and feedback with their beneficiaries, which in turn delivers greater accountability to beneficiaries. However, as this is a new concept and many

of the activities have not been carried out before, NS do require substantial support to launch and embed new beneficiary communication approaches and activities into their ways of working. This has limited the amount of beneficiary communication that can be included in DREFs and Emergency Appeals, as without longer-term beneficiary communication surge support in country, NS would struggle to implement and manage activities. Options for surge support and peer learning may help address this in 2014.

- Countries in the region tend to experience the same type of disasters. Communication has not always been included in the design of DREFs and appeals. Showing the benefits of including communication during such processes has paid off as communication is now actively involved in the design of these operations. However, we still need to use innovative ways of communicating, in addition to the traditional stories and photographs. In 2014, we will include the use of video where possible, as well as increase the use of social media to share activities of the Red Cross Red Crescent in emergency operations.
- Evidence based research is a powerful tool that can be used to advocate for improved, more inclusive programming as well as for additional funding to scale-up successful initiatives and innovations. A good example of this is the Menstrual Hygiene Management (MHM) in Emergencies project, where following a successful field-based trial of MHM kits in a refugee camp in Burundi, additional funds were secured from Humanitarian Innovation Fund (HIF) and British Red Cross for scaling-up into 3 additional countries and broader activities in 2014.
- There is a need to challenge NS, PNS and IFRC staff to recognize the critical importance of WatSan software activities on the ground for effective and quality interventions (rather than just 'on paper'). Funding, resources and planning for WatSan software activities still falls far behind the emphasis placed on 'hardware' (e.g. provision of water or infrastructure). Adequate resources (financial and human) need to be allocated for hygiene promotion and community involvement activities both in emergencies and long-term development programs.
- PMER trainers of trainers have not cascaded the PMER trainings down to branch level. There needs to be follow-up on coaching/support to the trainers for them to conduct trainings in their NS.
- The majority of overdue reports are financial report. There reasons for the delays need to be understood and support/trainings provided to NS that continuously provide overdue financial reports
- The evaluations of emergency operations conducted during the year showed a number of common challenges:
  - There needs to be increased clarity in regards to the roles and responsibilities of the NS and IFRC during an emergency operation
  - IFRC needs to improve the coordination and communication within the movement
  - IFRC needs to ensure that appeals is appropriate/realistic in relation to NS capacity
  - IFRC needs to improve the monitoring of emergency operations

## Financial situation

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

## How we work

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

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

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.



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

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

Find out more on [www.ifrc.org](http://www.ifrc.org)

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