

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## **KENYA**

28 September, 2001

*This Programme Update is intended for reporting on Annual Appeals.*

*Appeal No. 01.14/2001*

*Appeal Target: CHF 500,586: Budget revised to CHF 368,740.*

*Programme Update No. 01; Period covered: January - June 2001*

### *“At a Glance”*

*Appeal coverage: 59.5%*

*Related Appeals: 01.10/2001 (East Africa Region Annual Appeal)*

*Outstanding needs: CHF 149,491*

*Update: The appointment of a new Secretary General has provided a sound basis for the Kenya Red Cross Society (KRCS) to reinforce donor confidence so that further support can be considered in order to implement the remaining activities planned for the year. As of July support for both the organizational and resource development programmes has been provided by the Regional Delegation in Nairobi (RDN). The Federation is continuing its support to the KRCS senior management, and additional funds are still needed for this. Meanwhile, the budget has been reduced to reflect the departure of two delegates in June (see attached revised budget).*

### **Operational Developments:**

Following a six month period in 2000 during which the Kenya Red Cross Society (KRCS) operated without a Secretary General, a new Secretary General was appointed at the end of January, 2000. Given the nature of the constraints encountered by the new Secretary General upon assuming office, in particular the operating deficit which at the time stood at approximately Ksh. 22.0 million (approximately USD 294,000), the main concern focused on reducing the debt by containing or decreasing costs and working with various entities (banks and private companies) to review and rationalize the outstanding debts or payments.

### **Organisational and Resource Development**

The appeal was launched to assist the National Society to maintain the momentum of the change process started in 1999, focusing primarily on the following objectives:

*Objective 1: Leadership -- to support the development of a leadership which is effective in providing strategic direction in the running of the KRCS, is able to distinguish between governance and management functions, and which will maintain the momentum of the change process started in 1999.*

With support from the ICRC and the Federation, ten of the twelve members of the Executive Committee attended a governance workshop in March. The main objective of the workshop was a self assessment of the

board's performance since being elected into office, identifying areas of weakness, and coming up with a plan of action for strengthening these areas. The workshop was considered a success, and there has since been evidence of a better understanding of the function of governance amongst the members.

***Objective 2: Management -- to strengthen management by increasing the level of competence and enhancing professionalism within the Society's managerial ranks, as well as strengthening the role of the regional offices in order to improve monitoring of activities at the branch level.***

The focus in this area is on the development of administrative systems for the effective management of the Society. To this effect, the Federation, continued to work with the National Society in developing the necessary control instruments. Given the leadership crisis which existed such instruments had yet to be finalised by the time of the closure of the Delegation. All the same, informal control measures have been introduced since the appointment of the new Secretary General. As such, it is a matter of time before the instruments are finalised and adopted by the Executive Committee. The Nairobi Regional Finance Development Delegate will continue working with the National Society in the application of financial management systems.

As part of the ongoing technical support for the KRCS finance staff, the acting accountant went on an exchange visit to the Uganda Red Cross Society in April to become familiar with financial management practices in other National Societies.

While most of the finance staff had undergone training in computers by the end of the year 2000, the computerisation of the accounting system unfortunately could not be implemented during the period for lack of funding due to a lack of funding.

***Objective 3: Programme Development -- to enhance the skills of both Headquarters and Regional Officers in program development with respect to the design and management of programmes.***

As a first step towards a more integrated approach to program development and deriving maximum utility from resources invested therein, the new Secretary General immediately proposed a new structure at the Headquarters in which there will be three major program departments viz. Disaster Preparedness and Response, Health and Social Services and Development, each under the leadership of a Director. The proposal was accepted by the Executive Committee and as at the end of the period under review, the Director, Disaster Preparedness and Response was already in place. He is a former employee of the National Society who the ICRC agreed to second back to the National Society. Support is being sought for the other Director positions as well as that for the position of Director, Administration and Finance.

The strategy is to employ fewer staff at better salary levels in order to attract a high calibre of officers. With 75% of the debts settled in a record five months, the new Secretary General should be able to turn his attention to this important area.

### ***Resource Development***

While this is an area of high concern, the new Secretary General has had to focus on other pressing priorities and has been unable to apply the required degree of attention to this dimension of National Society development. All the same, a new Fund Raising Committee was set up at the beginning of the year and has since been meeting regularly. Among the activities planned for this year were a golf tournament, a gala night, and an international fair.

### ***Outstanding needs***

With the appointment of the new Secretary General, the National Society is now in a position to implement some of the activities planned for the year. It is hoped that donor confidence has been reinforced and that further support will therefore be forthcoming. The International Federation closed its Kenya delegation at the end of June 2001. The support for both organisational and resource development as of July is provided by the Regional Delegation in Nairobi. The Federation continues to provide financial support to the KRCS senior management,

and additional funds are needed for this. At the same time, the budget has been reduced to reflect the departure of two 2 delegates in June.

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*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

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<b>Kenya</b>						ANNEX 1
<b>APPEAL No. 01.14/2001</b>		<b>PLEDGES RECEIVED</b>				28.09.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>368'740</b>		<b>TOTAL COVERAGE 59.5%</b>
CASH CARRIED FORWARD				12'423		
AMERICAN - RC		15'000	USD	26'625	22.08.2001	KRCS SUPPORT
FINNISH - RC		11'815	EUR	18'176	09.02.01	IRD DELEGATE COSTS
GERMAN - RC		10'000	DEM	7'866	10.04.01	COORDINATION & MANAGEMENT
NETHERLANDS - RC		25'000	NLG	17'232	11.05.2001	INSTITUTIONAL & RESOURCE DEVELOPMENT
NORWEGIAN - RC				40'000	20.04.2001	HOD SALARY
SWEDISH - RC		200'000	SEK	34'740	07.02.01	INSTITUTIONAL DEVELOPMENT & RD PROGRAMME
SWEDISH - RC		250'000	SEK	42'475	20.06.2001	DELEGATE SUPPORT
SUB/TOTAL RECEIVED IN CASH				199'537	CHF	54.1%
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Finland	delegate			19'712		
SUB/TOTAL RECEIVED IN KIND/SERVICES				19'712	CHF	5.3%
<b>ADDITIONAL TO APPEAL BUDGET</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	
<b>THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:</b>						

<b>Appeal 01.14/2001 Kenya</b>			
Revised budget, 29 september 2001			
<b>ACCOUNTS</b>	<b>ORIGINAL</b>	<b>REVISED</b>	<b>VARIANCE</b>
Computers & telecom	45'120		-45'120
Other capital expenses	1'700		-1'700
<b>Sub total capital</b>	<b>46'820</b>		<b>-46'820</b>
Programme management	33'755	24'864	-8'891
Technical services	10'104	7'443	-2'661
Professional services	11'206	8'254	-2'952
<b>Sub total programme support</b>	<b>55'065</b>	<b>40'561</b>	<b>-14'504</b>
<b>Transport &amp; storage</b>	<b>36'915</b>	<b>17'908</b>	<b>-19'007</b>
Personnel (delegates & expatriates)	217'970	95'350	-122'620
Personnel (local staff)	98'153	200'387	102'234
<b>Sub total personnel</b>	<b>316'123</b>	<b>295'737</b>	<b>-20'386</b>
Travel & related expenses	9'800	11'494	1'694
Information expenses	480		-480
Expert fees	10'000		-10'000
Admin. - general expenses	22'384	3'040	-19'344
Training workshops / seminars	3'000		-3'000
<b>Sub total travel, training, general exp.</b>	<b>45'664</b>	<b>14'534</b>	<b>-31'130</b>
<b>Total budget</b>	<b>500'587</b>	<b>368'740</b>	<b>-131'847</b>
<b>Less available resources</b>		<b>219'249</b>	
<b>Net request in CHF</b>		<b>149'491</b>	