

Plan 2010-2011



KENYA

Executive summary

Kenya Red Cross Society (KRCS) is the leading humanitarian organization in the country responding to chronic and emergency humanitarian challenges of the most vulnerable sections of the population. As a National Society, KRCS faces the same challenges that every humanitarian worker seeks to surmount. The National Society has to appreciate the need to build a community managed risk mitigation and reduction strategy which is platform that appreciates that effective response to the humanitarian needs should be built upon the success of local efforts.

The KRCS priority areas of focus are disaster management, health and social services, organizational development, dissemination and public relations. The key focus is on addressing the needs of the most vulnerable in a more comprehensive and integrated manner. These priority areas are based on the strategic plan 2006-2010 of the National Society.



Map of Kenya¹

The **disaster management** programme will aim at achieving the following outcomes: increased capacity for mitigation and response to disasters by communities living in disaster prone areas; reduced road accidents on the targeted highways and increased capacity of KRCS and partners to undertake DM activities in partnership with communities and; improved food security situation of 1,320 target households in Madogo division of Tana River district.

KRCS will develop an integrated and strengthened **community based health** focussing on partnership, networking, advocacy, disease prevention, care and support. The NS will also seek to improve access to safe and affordable water and sanitation to communities in three divisions in Kajiado District.

As part of **organizational development**, KRCS has embarked on a process called regionalization where it seeks to establish and strengthen regional and branch offices at local levels. Volunteer management is aimed at motivating volunteers, equipping them with skills and tools. A volunteer programme will be implemented and KRCS branches will have in place mechanisms for recruitment, training and coaching networks to achieve self-sustaining volunteer networks. The National Society has a youth policy; however its dissemination and implementation remains a challenge. Key interventions that would create visible benefits for the youth include dissemination and implementation of the policy. Establishment of stronger networks and partnerships within the youth programme will boost youth membership and also enhance the marketing and image of the KRCS to the public.

The total 2010-2011 budget is CHF 1,766,102 (USD 1,632,202 or EUR 1,141,242)

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

¹ <http://www.greenwichmeantime.com/time-zone/africa/kenya/map.htm>

Country context

Kenya is one of the most disaster prone countries in the region; it faces recurring droughts and flooding during the rainy seasons. Kenya also faces challenges of disease outbreaks and other health emergencies. The ten top diseases are malaria (32 per cent), Acute Respiratory Infection-ARI (25 per cent), skin infections, intestinal worms, accidents, diarrhoea and ear and eye infections. The infant mortality rate is at 120 per 1,000 live births, maternal mortality rate is 590 per 100,000 (United Nations Development Programme report). The challenges posed by HIV and AIDS in the country continue to be a major area of concern, especially after the current revelation that the trend is worsening instead of improving up from the 5.2 per cent in the last year to 7.2 percent in July 2008. The challenge that relates to the anti-retroviral (ARV) administration amid serious food shortage and difficult economic times continues to be of great significance in the planning period.

Indicators	Values
Population (millions)	35.6
Persons living with HIV, adults (%)	6.1
Orphans due to HIV and AIDS	1,100,000
Access to affordable essential drugs (%)	0
Malaria cases (per 100,000)	545
Population with access to improved sanitation (%)	43
TB cases (per 100,000)	936
Under-five mortality rate (per 1,000 live births)	120
Life expectancy at birth (years)	52.1
Adult literacy rate (% ages 15 and older)	73.6
Combined primary, secondary and tertiary gross enrolment ratio (%)	60.6
People without access to an improved water source (%)	39
Children underweight for age(% ages 0-5)	20

National Human development Indicators : Kenya

Accessibility to safe water to a large extent determines the prevalence of diarrhoeal diseases which is higher in rural populations compared to their urban counterparts. The proportion of population with access to safe water is lower in these rural settings (46 per cent) compared to urban areas which stood at 83 per cent in 2004 (United Nations Children's Fund Country statistics). This also relates to proportion of population using adequate sanitation facilities.

In the advent of the current global food shortage in the country, Kenya's situation has further been worsened by the post-election violence, which pushed the country to near ruin. This, coupled with the sustained rise in food and non-food prices is expected to accentuate food insecurity among the most vulnerable groups especially the urban, pastoral and marginal agricultural households. An assessment carried out by KRCS, the International Federation and Government of Kenya line Ministries of Agriculture, Livestock and Arid Lands Resource Management Program (ALRMP) found out that most of the livelihood groups lost their major sources of food and income. It is recommended that there is a need to distribute relief food until the next harvest, seeds, and tools and restore livelihood during the early recovery period. The food security of returning internally displaced persons (IDPs) is unlikely to improve significantly in the short to medium term since households are just beginning to rebuild their livelihoods following post-election displacement.

National Society priorities and current work with partners

In light with the many challenges Kenya faces, KRCS programmes are designed to address the needs of the most vulnerable with the aim of alleviating suffering among all the targeted programme beneficiaries. The KRCS priority areas of focus are disaster management, health and social services, organizational development, dissemination and public relations.

The National Society is working with a number of partners both from the Movement and out of the Movement. The key partner to KRCS is the Government of Kenya. Movement partners include the International Committee of the Red Cross (ICRC), the International Federation, the Danish Red Cross, the Swedish Red Cross, the Spanish Red Cross, the Japanese Red Cross, the Finnish Red Cross, the German Red Cross, the Norwegian Red Cross and the American Red Cross. The other partners are the European Union, the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), the United Nation's Children's Fund (UNICEF), the World Health Organization (WHO), the Canadian International

Development Agency (CIDA), the British Government's Department for International Development (DfID), the European Commission on Humanitarian Affairs (ECHO), the President's Emergency Plan for AIDS Relief (PEPFAR) and Centers for Disease Control (CDC), CHF International/Kenya.

KRCS is a partner in the Global Alliance on HIV and AIDS and is also one of the five National Societies in the eastern Africa zone participating in the Africa Food Security Initiative.

Secretariat supported programmes in 2010-2011

Disaster Management

The disaster management programme budget is CHF 400,000 (USD 373,834 or EUR 266,667)

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 1: To reduce the number of deaths, injuries and impact from disasters.
Programme component: Disaster risk reduction
Component outcome 1: Increased capacity for mitigation and response to disasters by communities living in disaster prone areas.
Component outcome 2: Reduced road accidents on the targeted highways.
Component outcome 3: Improved food security situation of 1,320 target households in Madogo division of Tana River district.
Programme component: Disaster management planning
Component outcome 1: Increased capacity of KRCS and partners to undertake DM activities in partnership with communities.

The National Society focus will be in areas prone to fires and road accidents. Two areas (Meru District and Eldoret Town) will be targeted for implementing fire risk reduction measures with partners and the local communities. The two sites have reported very high incidences of fire in schools in the recent past.

Target communities shall benefit from the training and capacity building initiatives from KRCS focusing on injury prevention and trauma care. With the assistance of the health department of KRCS and the Ministry of Health, the community teams involved in the implementation shall receive basic training on pre-hospital emergency medical care that can provide timely and effective treatment to injured persons. KRCS, together with established community emergency response teams, will develop and sustain a surveillance system for trauma registry and injury as a result of fires and road traffic accidents.

KRCS will target vulnerable communities in Tana River District in the coastal region to help improve their food security status. 1,320 households in Madogo division will be targeted and provided with agricultural inputs/equipments (seeds, fertilizers, irrigation pumps); also community animal health workers will be trained for improved livestock production. Water technicians, women groups and model mothers will also receive training.

The National Society will focus on the Nairobi - Nakuru Highway (A104) and Mombasa - Malindi Highway (B8) for the risk reduction activities on road traffic accidents. A baseline study on road accidents will be carried out and findings disseminated to stakeholders. A road accident monitoring system will be developed, and volunteers and community members trained in road accident response. Quarterly public education sessions on road safety will be held.

b) Potential risks and challenges

Implementing all activities in disaster management by the KRCS may encounter a series of challenges including lack of complete documentation on nationwide fire/ traffic accidents and the resulting injuries, imprecise surveillance methods, limited research on causes and risk factors, as well as lack of awareness of existing interventions by the public and many policy makers. This would affect the ability of the National Society to precisely provide data on the impact of the proposed strategies – albeit in the areas that shall be targeted by the KRCS teams. To overcome these challenges, KRCS shall involve a cross-section of partners including the police, hospitals, vehicle owners, and community emergency response teams in collection of data and implementation of risk reduction strategies. This in turn will improve the data quality by developing and establishing appropriate injury surveillance systems / trauma registry on the highways and target areas. KRCS shall also develop an elaborate training and capacity building programme in injury prevention and trauma care to complement the established trauma registry and injury surveillance system.

The food security programme will be implemented in Tana River district. The security situation in Tana River is volatile due to animosities among communities living there (pastoralists and farmers). The lower areas are also prone to flooding. Sensitization will be made among the pastoralists groups to take up crop farming as well. Also, community leaders will be involved in peace initiatives in the district for peaceful co-existence.

Health and Care

The health and care programme budget is CHF 931,779 (USD 878,202 or EUR 614,042)

a) The purpose and components of the programme

The health and social services department comprises of blood donor, First Aid, disease prevention and control, HIV and AIDS and social services.

Programme purpose: To reduce the number of deaths, illnesses and impact from diseases and public health emergencies
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Programme component 1: Integrated community based health programme

Component outcome 1: Increased healthy communities which are able to cope with health and disaster challenges achieved through community based integrated health and First Aid activities.

Component outcome 2: Adequate safe blood for transfusion in blood bank.
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Component outcome 3: Reduced HIV and AIDS prevalence and its impact on communities.
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Component outcome 4: Strengthened social service initiatives supporting vulnerable groups.

KRCS will develop an integrated and strengthened community based health programme focussing on partnership, networking, advocacy, disease prevention, care and support. Community members, youths, schools, corporate bodies, companies, medical institutions, UN agencies, NGOs and international organizations will be targeted for first aid training. This will be a country-wide initiative. Youth in and out of school in 16 districts will be mobilized for voluntary non-remunerated blood donation to boost the blood bank. HIV campaign will target communities in the upper eastern parts of Kenya, particularly the youth and other vulnerable groups.

Beneficiaries of the social services initiative will be the orphaned and vulnerable children (OVC), people who have experienced sexual and gender based violence victims (SGBV), disaster-affected people and People Living with HIV (PLHIV).

Programme component 2: Water and sanitation (WatSan)

Component outcome 1: Access to safe water and sanitation services improved in Kajiado.

The water and sanitation component seeks to improve access to safe and affordable water and sanitation to communities in three divisions in Kajiado District. The communities will be supported to rehabilitate existing boreholes and also increase population coverage. The communities will be

sensitized on basic hygiene practices and sustain behaviour change through Personal Hygiene and Sanitation Transformation (PHAST) and Personal Hygiene and Sanitation Education (PHASE) methodology training.

Programme component 3: Avian and human influenza pandemic
Component Outcome 1: Preparedness plans and mechanisms for strengthening community resilience in the areas of public health, food security and livelihoods are developed.
Component Outcome 2: Strengthened capacity and competency of relevant staff and volunteers and civil society organizations to carry out community level pandemic preparedness activities.
Component Outcome 3: Well functioning coordination mechanisms at all levels with national, regional and international stakeholders developed.

KRCS will focus on delivering the following results: community baseline analysis and mapping in selected areas is completed; networks with relevant partners developed; practical H2P country plan is developed; tools and messages are developed, tested and disseminated and 'first responders' training is developed and delivered.

b) Potential risks and challenges

Potential risks and challenges in programme implementation include increased demand by the target population of the services and interventions done by the Red Cross versus the delivery capacity. The social economic status of the target beneficiaries is a risk in the programme implementation. Most of the target populations are from the poor communities in the countries.

The competition from other implementers especially in the First Aid project is also another challenge that is bound to affect the achievement of the programme objectives. Inadequate funding and lack of support from key ministries, disasters, community dependency on the project interventions, volunteer retention and motivation are compounding challenges in the programme implementation.

To overcome these challenges the programme has adopted a number of strategies. These include, diversification of resource mobilization bases and resource mobilization strategies, integration of the interventions at community level, focusing forming strategic partnerships, advocacy and community involvement in the project cycle.

Other challenges include unwillingness of the community to embrace new technologies that promote and improve lifestyles; rearing too many livestock exceeding the carrying capacities resulting in continuous migration in search for pasture that may disrupt project implementation. Also, slow pace that is associated with changing the mind set in communities; thus project period may elapse before communities start engaging seriously in implementing the necessary changes.

Organizational Development

The organizational development programme budget is CHF 200,000 (USD 186,916 or EUR 133,333)

a) The purpose and components of the programme

Programme purpose: Increase local community, volunteers and youth capacity to address the most urgent situations of vulnerability.

Programme component 1: Capacity development
Component outcome 1: Increased capacity for programme development and management.
Component outcome 2: Strengthened capacity of regions and branches to effectively address the needs of the vulnerable in the community.
Component outcome 3: Increased institutional capacity of NS in coordinating and responding public health emergencies.

A rapid assessment conducted in the process of developing the strategic plan identified constraints and shortage of skilled staff, lack of training facilities, lack of decentralization, lack of performance management and logistical problems. The organizational development programme will target staff, volunteers and youth in its activities.

Programme component 2: Branch development
Component outcome 1: Increased capacity of staff and volunteers to reach to vulnerable population.
Component outcome 2: National Society's volunteer network is strengthened.
Component outcome 3: Enhanced quality of volunteer management for sustainability and volunteer retention.

The KRCS has successfully established 5 regions in Central, Coast, North Eastern, North Rift, and Nyanza. It is envisaged that decentralizing KRCS operations will enhance the achievement of the National Society's mission through inclusive quality programming, faster response, improved service delivery and project monitoring. The concept of a regional office brings all Red Cross branches in the province or geographical setting, into a cluster with the intention of crating operational and financial synergies and capacities for improved service delivery.

Volunteer management is aimed at motivating volunteers, equipping them with skills and tools. A volunteer programme will be implemented and KRCS branches will have in place mechanisms for recruitment, training and coaching networks to achieve self-sustaining volunteer networks. The National Society has a youth policy; however its dissemination and implementation remains a challenge. Key interventions that would create visible benefits for the youth include dissemination and implementation of the policy. Establishment of stronger networks and partnerships within the youth programme will boost youth membership and also enhance the marketing and image of the KRCS to the public.

Programme component 3: Well functioning National Society
Component outcome 1: KRCS has a well functioning organization with sustainable systems, procedures and staff with desired level of managerial and technical competencies.

A system for monitoring and evaluation is an important component that provides opportunities to track programme implementation as well as monitoring activities and report on risks and challenges and learn lessons in the course of implementation. The monitoring and evaluation framework will aim at meeting information needs of different stakeholders; it will also meet the reporting and information needs of the Red Cross and Red Crescent Movement as spelt out in the Algiers Plan of Action (2004).

b) Potential risks and challenges

The potential risks and challenges anticipated in the implementation of the programme include poor infrastructure in some branches; logistical support for the programme; high mobility of volunteers, leading to high turnover; high expectations from members of the general public coupled with high and increasing levels of poverty in the country.

Role of the secretariat

The Coordination budget is CHF 200,000 (USD 188,500 or EUR 131,800)

a) Technical programme support

KRCS shall receive technical support from the start of programme development, looking for programme funding, provision of guidelines, tools, and appropriate system for addressing disaster management, health and care, principles and values, and organizational development services in the country. The Secretariat shall also provide relevant training whenever required to ensure technically sound programme interventions.

b) Partnership development and coordination

The Secretariat will assist the KRCS in forging strategic partnerships and improving coordination within as well outside of the Red Cross Red Crescent Movement. KRCS is exploring non-traditional cooperation opportunities (e.g., private donors, businesses) to diversify its funding source. The Federation Secretariat will support the NS in identifying and pro-actively pursuing such opportunities.

c) Representation and Advocacy

The KRCS is the largest volunteer network in Kenya, which makes it very well placed to have access to, and work in partnership with, the most vulnerable communities, while also having access to policy makers. The Secretariat will encourage and support the NS in advocating on humanitarian needs of the most vulnerable through public statements, quiet diplomacy, and face-to-face discussions with decision makers.

Promoting gender equity and diversity

KRCS encourages participation of the youth, men and women in all its programmes to ensure that gender differences are taken into account and dealt with in all core programmes. Programmes aim to address the issues of discrimination, intolerance and respect for diversity; and beneficiaries of these programmes are predominantly women and children, as they are the most vulnerable groups of the population. At community level, the NS is encouraging women to be active participants of all community-based projects.

Quality, accountability and learning

To ensure its programmes are relevant, the Kenya Red Cross Society encourages the full participation of the targeted population in both planning and implementation. Regular meetings with the target population will continue to evaluate appropriateness of the work undertaken. The Society also plans to strengthen its monitoring and evaluation systems to ensure regular programme monitoring and evaluations.

Budget summary

Programmes	2010 budget (CHF)	2011 budget (CHF)	Total budget (CHF)
Disaster Management	200,000	200,000	400,000
Health and Care	531,779	400,000	931,779
Organizational Development	100,000	100,000	200,000
Coordination	100,000	100,000	200,000
Total	931,779	800,000	1,731,779

How we work

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

Global Agenda Goals:

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

Contact information

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