

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

RWANDA

26 August, 2002

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: www.ifrc.org

Appeal No. 1.11/2002

Appeal Target: CHF 1,549,462

Beneficiaries/target groups (if available): N/A

Programme Update No. 12; Period covered: 1 January - 30 June, 2002

IN BRIEF

Appeal coverage: 61%

Related Appeals: Emergency Appeal no. 02/2002 - Volcanic Eruption in Goma, the Democratic Republic of Congo (DRC)

Outstanding needs: CHF 604,500

Summary: The Federation Delegation continues to support the Rwandan Red Cross Society (RRCS) programmes and capacity building in the key areas of disaster preparedness, health including HIV/AIDS, organisational development and humanitarian values. The National Society, the Federation and ICRC were involved during the reporting period in a major relief operation after the eruption of Volcano Nyiragongo near Goma, the Democratic Republic of Congo (DRC).

Operational developments

The eruption of the Nyiragongo Volcano near Goma, Democratic Republic of Congo (DRC) on 17 January, 2002 prompted a major relief operation in both the DRC and Rwanda. The size and scope of the operation challenged the organizational capacity of the RRCS and caused constraints on other ongoing programmes. The RRCS has benefited from the emergency operation to improve knowledge sharing and training on the job. The operation ended at the end of June 2002 and has been evaluated externally by the Federation.

Local floods and landslides also affected northwestern Rwanda and the central provinces of the country in May, 2002, and the RRCs responded by providing humanitarian assistance. The RRCS continues to provide shelter to displaced Rwandan victims of the volcanic eruption in the border region.

The integration of the Delegation was completed in January after the arrival of the new Federation Representative. The finance and administration delegate was recruited during Operation Nyiragongo to support the capacity building of the RRCS (in close cooperation with the Federation Representative) until the end of 2002.

A successful partnership meeting took place in March and a draft strategic plan was developed which will serve as the base for the Country Assistance Strategy. The RRCS has completed its move during the reporting period into its new premises on the Kacyiru compound where a much better technical infrastructure is in place.

The RRCS has provided assistance and expertise to the neighbouring national society in Burundi as a member of the task force for reorganisation. RRCS managers also participated actively at regional and international consultations on volunteering, HIV/AIDS, and the annual partnership meeting in Nairobi.

Disaster Preparedness and Response

Objective 1: To participate in and advocate for a national framework for disaster preparedness and management and establish a formal basis and agreement for the RRCS within that framework

Activities undertaken:

A national DPP commission has been established by the Prime Minister's Office and the RRCS participates in all meetings. The RRCS Secretary General and the head of technical services consulted with the Prime Minister and his office on the necessity of a national DPP policy and the role the RRCS can play as a reliable partner of the government. The National Society has started to play an active role in the Emergency Task Force and National Disaster Management Team, were established during Operation Volcano Nyiragongo by the national authorities.

An RRCS policy on DPP and a plan of action has been designed and will be approved soon by the Central Governing Board. Local Red Cross structures have been involved in the design of the documents through seminars under the co-ordination of the technical department in charge.

The technical support of the new DPP delegate is urgently needed to finalise and implement the DPP policy and action plan locally and incorporating lessons from Operation Nyiragongo during the remainder of 2002.

Objective 2: To establish a simple community based information system enabling the RRCS to monitor and respond to emergencies in Rwanda, as well as provide early warning information to external partners.

Activities undertaken:

Regular consultations took place during the reporting period between the RRCS, WFP and the FEWS Net on Food Security issues. Two focal points have been identified in each branch for monitoring tasks within DPP. These branches also received new motorbikes to improve the monitoring and management capacities.

24 representatives from RRCS branches attended a training course on reporting and monitoring where a common reporting format has been developed.

25 local RRCS leaders and volunteers have been trained at the national level in VCA techniques by the regional DPP officer and 25 volunteers in Karaba district, which is facing serious problems of famine, in PRA and VCA techniques. A complete VCA has been conducted in Karaba as a base for further DPP activities at the community level.

Objective 3: To develop an RRCS disaster contingency plan and operations manual and to have basic contingency stocks available to enable quick response to local disasters.

Activities undertaken:

120 volunteers have been trained and 6 provincial emergency brigades have been set up in Ruhengiri, Kibuye, Butare and Byumba. 160 volunteers attended refresher DPP training in Gikongoro, Kibungo, Gisenyi and Kigali-Ville and have been equipped with First Aid Kits. Small quantities of emergency stocks have been strategically placed in Gisenyi, Gikongoro, Kibungo and Kigali-Ville and guidelines for the use of the stocks have been issued.

The RRCS demonstrated its capability to co-operate successfully with the components of the movement in managing the large scale relief operation after the outbreak of the Volcano Nyiragongo at the beginning of the year when Congolese families fled into Rwanda. Training on camp management, coaching of local staff through international and bilateral delegates, cross border co-operation with neighbouring national societies within the Eastern African RC Net were highly appreciated.

Constraints and Challenges:

A risk of VCAs is to meet high expectations caused during the participatory assessments vis-a-vis the local population and the authorities. The local capacity building of RRCS must be sustained through funding and technical quality.

A challenge for the future remains to organise practical training seminars and disaster simulations. The decentralised emergency stocks need to be upgraded and more effectively managed because of frequent local disasters like floods and landslides.

The large number of additional short-term international staff for the volcano operation required considerable support from the national society headquarters. An effective communication system and steering group was set up between the ICRC, the Federation and the RRCS, involving also bilateral partners. Operation Nyiragongo strengthened the team building and confidence in RRCS and between its partners.

UN agencies, diplomatic missions, local and international NGOs learnt much about the role and working methods of the Red Cross and Red Crescent Movement during the operation in Rwanda, which had a positive impact on the image of the RRCS. The demonstrated capacity has caused high expectations to follow-up and implement lessons learnt within the Movement and with the other partners. Many volunteers were mobilised during the Operation Nyiragongo and they did an excellent job assisting the refugees from Goma region during the acute phase of the emergency and afterwards in the refugee camps in Mudende, Ruhengiri and in Kigali. The challenge is now to retain them at the local level through professional volunteer management, and attractive and relevant programmes especially in health and DPP.

Health and Care

Objective 1: To support the development of Rwanda Red Cross health and HIV/Aids policy and on the basis of the health policy promote the role of the RRCS within regional and national health frame works, as well as UN and NGO initiatives.

Activities undertaken:

A draft policy has been developed and is with the Central Governing Board for approval. On April 25 the RRCS received an award of excellence for its remarkable contribution in the fight against Malaria from the WHO. The national society attended regular consultations with the Ministry of Health and RRCS volunteers took part in the National Health Week. Preparations are underway for an active participation of the RRCS in the Enlarged Programme of Vaccination campaign in July.

Objective 2: Strengthen the existing CBFA programme to more efficiently promote health care capacity within the community across the range of interventions included under ARCHI 2010. This covers community First Aid, blood donor promotion, water/sanitation, nutrition, malaria, vaccination programmes, mother/child care and road accidents.

Activities undertaken:

A training course in CBFA and reproductive health was organised with the Red Cross Youth group at the National University in Kigali. Some 62 CBFA trainers from secondary schools in Gisenyi, Ruhengiri, Kigali-Ville, Kibuye, Byumba, Umutata and Kibungo were trained from 14-27 July. Another training is under preparation for August with participants from Cyanugu, Gikongoro, Butare, Gitarama and Kigali-Rural.

Some 1,200 mosquito nets and 4,000 sets of insecticides were distributed to local committees in Rusumo, Nyarugenge, Nyaruhengiri, Karaba, Ngoma, Gashora and Marimba. User instructions were distributed with the material.

Objective 3: Raise HIV/AIDS awareness and assist care givers of people living with HIV/AIDS (PLWHA) by further developing the role and capacity of the RRCS in HIV/AIDS prevention and home care in 4 provinces of Rwanda.

Activities undertaken:

In addition to the 2 provinces in Gikongoro and Gisenyi, HIV/AIDS programmes have been started in Kibuye and Kibungo. Youth sections in 15 schools were selected for the programme, which will co-operate with 6 local committees. In Gisenyi and Gikongoro 300 people living with AIDS (PLWA) have been informed about the Red Cross programme and receive home based care. 102 patients start to receive home based care in the 2 new provinces. 15 local associations of PLWA are local partners in the implementation of the activities.

15 youth peer clubs conducted cultural and educational activities and received 45 drums, 500 T-shirts and caps, 500 publications and 30 videotapes. Volunteers in the home-based care programme received 40 bicycles, 100 publications and 1,200 info-sheets on home-based care. Two motorcycles were provided for the coaches of volunteers in Gisenyi and Gikongoro and one computer was purchased for the national programme office.

The RRCS is preparing to participate actively in the International Anti-Stigma Campaign and entered a co-operation with WFP to support its local activities.

Constraints and challenges:

A lack of co-ordination between NGOs and other stakeholders involved in working in the health sector hamper the efficiency of the RRCS. A sustainable funding mix and strategy is a precondition for measurable , long term impact of the health programme in its different components.

Training in public health, CBFA, hygiene and sanitation are planned for the second half of the year in 12 provinces and the performance of volunteers and coaches needs to be evaluated. The supervision of the volunteers at the provincial level is a challenge for the coming period. RRCS will benefit from knowledge sharing with neighbouring national societies on its health concepts, especially on the HIV/AIDS within the ARCHI 2010 framework and the RC-Net of the sub region.

Humanitarian values

Objective 1: To ensure the correct and proper use of and respect for the Red Cross Emblem in Rwanda in accordance with International Humanitarian Law and within the legal framework of the country.

Activities undertaken:

The Info-Diffusion programme continued to be funded by the ICRC. The misuse of the emblem continues to be a problem in Rwanda since pharmacies, dispensaries, health centers and local charities use the Red Cross emblem. Weekly radio programmes have contributed to a higher public awareness on the meaning and context of the Red Cross emblem. A communication concept has been designed to plan the dissemination of humanitarian values more efficiently. The Central Governing Board has approved the document.

Objective 2: Disseminate information and news about the RRCS and the Red Cross and Red Crescent Movement in Rwanda and promote the profile of the RRCS.

Activities undertaken:

A regular RRCS newsletter is produced in French/English and the Kinyarwanda language about activities of the movement. On 8 May a major public event took place in Gisenyi at the border of DRC during Operation Nyiragongo. Over 150 volunteers and Red Cross workers participated at the public celebration which was attended by a number of government officials. Almost 12,000 people attended the event. The World Red Cross Day has been celebrated countrywide in local branches.

A press conference was held in Kigali on 6 May by all components of the movement and a live TV programme took place on 2 May.

Organisational Development

Objective 1: To promote and formalize the ongoing decentralization process so that branch committees understand their roles and responsibilities and are able to initiate and implement projects that support the most vulnerable in their communities.

Activities undertaken:

- The RRCS agreed to decentralize its structures in its second General Assembly, held in September 1997. Attempts have been made to implement and test decentralization, to some extent in 6 out of the total 12 branches with considerable success, and also some important lessons to learn. The process to promote and formalize decentralization has started and it is expected to last till December 2002. Quantitative research has been undertaken to allow wide consultation with all key stakeholders. Questionnaires have been developed and sent to all branches, members of the board, staff of the Rwanda Red Cross Society, and to partners. The policy has the objective of spelling-out the roles and responsibilities of the different levels of the national society, and exploring ways on how they can harmoniously serve the vulnerable.
- A National General Assembly was organized in March 2002. The statutory General Assembly reviewed and recommended the amendment of statutes, elected new Board members, and approved and adopted the current 5-year Strategic plan (2002-2006) for the national society.
- Continuation of the restructuring process: The recent restructuring of national administrative units from 152 communes to 92 districts called for restructuring of our own branches that hitherto were built on the same structure. From January to June 2002, 15 out of 52 districts have been restructured. It is expected that 40 will have been restructured by December 2002.
- Another aspect of restructuring is training of the local committees in humanitarian values, role clarification, local resource mobilization, planning and reporting. 16 local committees have been trained since January.
- A self-evaluation was conducted in January 2002 throughout the 12 RRCS branches, with input from the Federation country office and bilateral country delegates. The evaluation covered a period of 5 years, measured against the strategic plan of the period that was being reviewed. The outcome of the self-evaluation has helped in the formulation of the current national strategic plan. The major areas of improvement has been programme monitoring, a participatory approach in planning and implementation, as well as the need to refocus programmes to better target more beneficiaries. Most of these have been considered in the new five-year- strategic plan.

Objective 2: to develop and maintain additional sources of support with an intention of covering the core administrative costs and support services of the RRCS.

- A resource mobilization consultant was hired in May 2002 to evaluate current efforts in local resource mobilization, and develop a resource mobilization strategy for the RRCS, including a policy and plan of action. The consultant has produced a first draft, which is being reviewed. A final report is expected in early August 2002. The recommendations from the work will provide an opportunity to exploit the several opportunities locally available, to at least raise 30% of core costs.
- Innovative efforts were successful during the Operation Nyragongo to promote local fundraising for emergency relief. A case in point, USAID donated 25,000 US dollars in April to procure materials for the 5,000 Congolese refugees in Mudende camp, then managed by the Red Cross. The World Food Programme also selected the RRCS to do food and non-food distribution to the refugees in the camp.

Objective 3: To develop and encourage the membership and increase the volunteer base.

Activities undertaken:

- A census is in progress to determine the actual number of volunteers and members. Complete census forms have been received from branches. What now remains is computing the data, and building a simple database, first at headquarters level, and later at branch level.
- A draft volunteers policy and guidelines document has been developed, with 95% volunteer and branch participation. It will be adopted in July 2002 by the Board.
- 2 regional volunteer management workshops have been conducted. The objective was to share with the volunteers the draft volunteer policy document, as well as redefine roles and responsibilities of the volunteer coaches which have been elected democratically from local committee to national level. The

RRCS has been contacted by the Federation in Burundi to assist the Burundi Red Cross develop its volunteer policy. Recruitment of professional volunteers is in progress: From January to June, 8 medical doctors, 100 teachers, and 50 social workers have been recruited.

- 500 honorary membership cards have been produced to be distributed in July to targeted influential and opinion leaders in the country. Once completed, the members will assist us in resource mobilization and advocacy, at different levels.
- 35 primary school teachers have been trained in a one-day workshop to promote and encourage them to set up youth sections back in their schools. 3 more regions will be covered in the part of 2002.
- A two-day workshop was held in April 2002, comprising 48 students from 5 university and higher education institutions in Rwanda, with an aim of sensitizing them on Red Cross Movement values and encouraging them to volunteer. All of them have now been recruited, and are expected to attract other volunteers in their institutions. A follow-up plan has been developed and is being implemented.

Objective 4: to support and increase the effectiveness and efficiency of the RRCS management team in their coordination and management activities.

Activities undertaken:

- A human resource consultant was hired, with the support from the Netherlands Red Cross. A draft report is available, and will be discussed before adoption by the Board. The document will improve the human resource strategy and raise staff motivation.
- An electronic accounting package has already been purchased and installed in the Finance department. It is being tried, but so far has produced some results such as improved financial reporting and monitoring.
- The Federation's regional finance delegate regularly (trimester) visits the RRCS to monitor the progress and to provide technical consulting services.
- An RRCS accountant attended a one-week resource mobilization workshop in Nairobi/Kenya in March to share experience with other national societies. They also discussed how individual national societies may develop internal resources. An exchange programme in the field of management and branch capacity building was started with the Eritrean Red Cross Society last year. The programme continued in 2002, with tangible results (e.g.. improving management polices and decentralization).

Constraints and challenges:

Monitoring and coordination of bilaterally-supported projects has also improved, though the staff require more training in Project Planning and Evaluation, as well as budgeting and budget follow-up techniques. Information management, reporting and controlling remain areas of capacity building between branches and headquarters. Senior staff need to provide coaching and training on the job, but their workload in programme administration at the national level limits this effort. Branches at the provincial level understaffed until now and lack adequate logistics. The lack of consistent supervision has an impact on programme quality at the local level. One coordinator for 4 provinces is not sufficient to ensure that intended objectives are achieved.

Coordination and Management

The Federation has been fully integrated into the national society and moved into a newly renovated office on the RRC compound in Kacyiru. Handing over of technical telecom equipment, car-spareparts and furniture has been completed. Because of Operation Nyiragongo the integrated delegation had to upscale its administrative capacities rapidly at the end of January. A Finance Administrative Delegate was transferred from Burundi for one year to manage the administration of the emergency operation and on-going programmes, providing technical coaching to the RRCS departments and acting for 3 months as Federation Representative.

The Delegation team supported the RRC in designing its Strategic Plan as a base for a CAS and assisted actively in the preparation of a successful partnership meeting in March in Kigali. Regular consultations with the ICRC took place during the reporting period related to the relief operation, security issues, and ongoing capacity building programmes. Close contacts have been maintained with the bilateral Representatives of PNS from Belgium, Germany, France and Spain on programme coordination. Links to the UN-System and Diplomatic Missions in Kigali have been strengthened during the relief operation, resulting in a positive impact on regular activities and the international representation role of the Delegation.

The Finance/Administration Delegate and the Federation Representative/ HOD attended regular coordination meetings at the regional level in Nairobi and internationally in Geneva. During the reporting period the Federation Representative provided ongoing support to the Ugandan Red Cross. Technical assistance to the RRCS has been provided through 2 one-week trainings on administration and financial management.

Outstanding needs

While the donor response to date has generally been timely and adequate, further contributions are required to continue to implement, and complete, the intended activities.

For further details please contact: Martin Fisher, Phone: 41 22 730 44 40; Fax: 41 22 733 03 95; email: fisher@ifrc.org

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>.

John Horekens
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Rwanda						ANNEX 1
APPEAL No. 01.11/2002		PLEDGES RECEIVED			06.08.2002	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				1'549'462		TOTAL COVERAGE 61.0%
CASH CARRIED FORWARD				574'585		
BRITISH - RC		15'000	GBP	35'870	01.05.2002	COORDINATION & MANAGEMENT
BRITISH - RC		10'000	GBP	23'913	01.05.2002	ID/RD
NORWEGIAN - GOVT/RC		1'400'000	NOK	266'700	25.03.2002	OD, CORE COST, CBFA, HIV/AIDS
NORWEGIAN - GOVT/RC		5'000	USD	8'320	25.04.2002	PARTICIPATION TO AIDS CONFERENCE
SWEDISH - RC		56'250	SEK	8'894	24.05.2002	HEALTH, HUMANITARIAN VALUES, ORGANISATIONAL DEVELOPMENT
SWEDISH - GOVT		168'750	SEK	26'680	24.05.2002	ORGANISATION DEVELOPMENT, HUMANITARIAN VALUES, H&C
SUB/TOTAL RECEIVED IN CASH				944'962	CHF	61.0%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%
ADDITIONAL TO APPEAL BUDGET						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	