

ANNUAL REPORT



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

1 April 2004

In Brief

Appeal No.: 01.06/2003 ([Click here to access the 2003 Appeal](#))

Appeal target: CHF 211,021 (USD 143,195 or EUR 143,394)

Appeal coverage: 48.1% ([Click here to access the Final Financial Report](#))

Appeal 2004: East Africa sub-regional programmes no. 01.08/2004 (this includes Kenya, Rwanda and Uganda) ([Click here to access the 2004 Appeal](#))

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning.

All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

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Overall analysis of the programme

The Federation East African Sub-Regional Office supports two key programme areas being implemented by the [Kenya Red Cross Society](#):

- Organizational development, management and general support to coordination activities.
- The global Federation agreement with Nestlé to support HIV/AIDS activities which has helped to scale up home-based and community care programme for PLWHA¹, and programmes for youth in and out of school. Branches have been identified to start the implementation of peer education programmes.

Besides these normal programmes, the Kenya Red Cross requested the Federation to launch an Emergency Appeal in May 2003 to assist 60,000 people affected by floods in Busia, Rachuonyo, Kisumu, Migori and Nyando districts for two months. The operation is complete and the Final Report is available on the Federation website. ([Click here to access Emergency Appeal 12/2003](#)). ([Click here to access the Final Report, Appeal 12/2003](#)).

¹ PLWHA – Persons living with HIV/AIDS

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A Cooperation Agreement Strategy (CAS) document and a Memorandum of Understanding (MoU) has been developed and signed by eight partner national societies (PNS) and the Federation. It provides a multi-year mapping of all partners' assistance to the Kenya Red Cross enabling the national society implement the priorities in the national society's strategic development plan.

Organizational Development

Goal: To establish a well-functioning national society with the capacity to effectively implement its mandate in a timely manner.

Objective 1: Secretariat support has helped Kenya Red Cross decentralize, improve governance at all levels, and improve its volunteer management and resource mobilization. The adoption of a decentralization policy and the establishment of effective branch structures with country-wide coverage have increased volunteers and members to be able to contribute to the continuous development of the national society.

The Kenya Red Cross Society held its annual general meeting in 2002 during which a new board was elected. Training on governance has been conducted for 78 branch officials from 35 branches. Most of branches carried out their annual general elections during the year.

The computerization of the finance reporting system has improved the quality and timeliness of reports at headquarters. Plans are underway to decentralize the system by computerizing selected strategic branches.

During the first quarterly meeting of finance directors organized by the East Africa Sub-Regional Office in November 2003, a standard quarterly reporting format for the narrative and financial reports was developed for use in 2004. Refer to the section on International Representation for more details

Constraint

The vacuum left by the departure of the Director of the Organizational Development (OD) Department in 2003 delayed implementation of some of the planned activities in 2003. A new Director has been recruited to take over the position.

Impact

The financial reporting system developed at headquarters level has greatly improved the quality and timeliness of reports to donors. This will be rolled out to branches in 2004.

Objective 2: Improved governance and leadership at branch and headquarter level and the establishment of an effective volunteer and member's management system based upon the national Society's volunteer policy.

The national society is involved in an on-going twinning agreement with Swedish Red Cross and has used this experience to develop a tool for branch development. Further, the Kenya Red cross is an active member of the RC-NET² subcommittee for branch development and twinning, from which it shares its experiences and also learns from other PNS.

The new Director of OD attended a thematic conference organized by the Federation in Tunis in December 2003 during which pertinent issues on OD were discussed.

Meanwhile, two consultants have been hired to assist in developing a volunteer policy which will be completed in 2004.

² RC-Net – Red Cross and Red Crescent Network for Eastern Africa

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Impact

The OD is in a rebuilding phase and has shown positive developments in 2003 which will be consolidated in 2004. Among key issues to be addressed will be the development of an effective membership and volunteer management system.

Objective 3: To enhance the local fund raising activities of the national society so that a bigger percentage of its annual expenses are met locally.

Kenya Red Cross has initiated an annual fundraising dinner event as part of its local fundraising initiatives that has attracted the diplomatic community, UN agencies, the private business sector and other partners. The successful launch of a local appeal for the floods in the country in April 2003 and the appointment of the Kenya Red Cross as the lead agency for the distribution of all non-food relief items under the Kenya government appeal to the disaster have been a key milestone in the recognition of the national society's developed capacity and competency.

Public relations functions of the Kenya Red Cross are well attended and have contributed immensely towards building its image in the public, the government and donors.

Constraint

While the national society has rapidly rebuilt a good image with its stakeholders in less than two years, it will take more time to consolidate the efforts of Kenya Red Cross leadership before seeing the sustainability of fundraising activities.

Impact

The level of political and financial support to the national society has grown over the last years. The successful launch of an appeal for the floods and the nomination of Kenya Red Cross as the lead agency for all non-food distributions during the emergency have consolidated its image as a well functioning national society capable of assisting the most vulnerable in the country.

Public relations functions of the Kenya Red Cross have led to establishment of various local partnerships. The national society was supported by 77 corporate bodies in 2002.

Health and Care

Goal: While improving the overall health through its programming in targeted communities, the capacity of the Kenya Red Cross in health is strengthened.

Objective 1: The Secretariat supports the national society capacity to implement community based health care programs, including HIV/AIDS and WatSan program, thereby improving the general health situation in targeted communities and increasing the communities coping capacity. Kenya Red Cross home-based and community care program for persons living with HIV/AIDS (PLWHA) is expanded to reach 1,000 clients.

Home based care activities are ongoing in Nakuru, Kisumu, Siaya and Mombasa branches through bilateral support. Home based care activities in Mpeketoni, Malindi and Kwale branches were however limited to peer education while other planned activities had to be deferred to 2004 due to non-release of funding to the branches by the National Aids Control Council.

Constraints

The national society postponed planned HIV/AIDS activities to 2004 because funds were not available to support the programmes.

Impact

The home based care and peer education programmes are successful and there is close monitoring to ensure replication in other branches. A best practice leaflet has been widely shared on the Mombasa experience.

Objective 2: The national society youth peer education program is expanded to reach 35,000 youth in and out-of-school and to equip them with safe sex skills.

A baseline survey for in and out of school youth was conducted. Prevention officers have been recruited in seven branches, 90 Red Cross clubs formed in eight branches and 2,000 members have been recruited and trained. The first draft of a youth peer education manual has been developed.

Red Cross youth participated in clean up exercises during the World AIDS day and blood donor mobilization and recruitment meetings were held in conjunction with community based and NGO. The youth represented their branches during a national youth camp held in Naivasha in December 2003. General branch administrative costs have been paid and provisions made for office and training equipment.

Constraints

Some of the branches did not manage to launch the clubs due to Ramadan festivals, exams and other internal activities within the schools. The training of 14 trainers and 54 peer educators was postponed to the first quarter of 2004 because the youth and peer education manuals had not been prepared on time.

Impact

The programme has strong networks and has received a lot of support from stakeholders.

Objective 3: The national society's HIV/AIDS workplace programs are implemented.

The second draft of the HIV/AIDS workplace policy was developed in 2003 and implemented in 26 branches. Focal persons and committee members were elected and oriented in 26 branches.

A progress review of the peer education and HIV/AIDS workplace programme was conducted in September 2003 by a team from the Kenya Red Cross, representatives from Nestlé and the Federation regional health and care department. Lessons learnt, key concerns and the recommendations will be integrated in the 2004 plan of action to improve the programme. A concept paper on HIV/AIDS in the workplace and a product, service design and production received a pledge of USD 50,000 American Red Cross to support the implementation in 2004.

Constraint

Limited capacity and readiness among some of the branches to implement workplace programmes delayed the implementation.

Impact

A presentation of its experiences with the workplace programmes at the International Conference in Geneva gave the Kenya Red Cross a lot of international attention. The new partnership with the American Red Cross will complement the partnership with Nestlé and further contribute to scale up activities. The Kenya Red Cross is working closely with the Federation Regional Delegation in Nairobi health and care department to develop the concept further for use by other national societies in the region.

Objective 4: The capacity of the Kenya Red Cross to fund-raise, manage, implement, monitor and evaluate its HIV/AIDS program is strengthened.

The national society conducted regular HIV/AIDS coordination meetings with branch representatives and external partners in order to enhance coordination and networking. Kenya Red Cross and PACOYEK³ presented a concept paper for the development of HIV/AIDS peer education manual targeting the youth; efforts towards the production of the manual will be stepped up in 2004. Ongoing monitoring of the HIV/AIDS workplace programme is carried out with Nestlé and the Federation Regional Delegation in Nairobi.

³ PACOYEK – Partners collaborating in youth empowerment to fight HIV/AIDS in Kenya is an alliance of six youth organizations namely Kenya Red Cross Society, Kenya Scouts Association, Presidential Award Scheme, Kenya Girl Guides Association, Young Men Christian Association and Young Women Christian Association

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Constraints

A participatory and consultative approach is required in this program although time-consuming. The cooperation with PACOYEK requires a lot of resources at all levels.

Impact

Regular HIV/AIDS coordination meetings and set structures have proven highly successful and has increased efficiency and focus on project interventions. Building on lessons learnt, shared experiences and emerging issues have contributed to further development and higher quality programming.

Objective 5: Kenya Red Cross has participated in existing country coordination mechanisms (National Aids Control Council, Ministry of Health, Global fund for AIDS, Tuberculosis, and Malaria etc.) and has developed new partnership with PLWHA associations.

The Kenya Red Cross submitted a proposal to the National AIDS Control Council for funding under the global fund for a total budget of Ksh 50 million. Individual branches submitted proposals for funding to National AIDS Control Council and the World Bank and are awaiting feedback.

In conjunction with Pathfinder International, the Kenya Red Cross set up a stand at the 2003 Mombasa agricultural show to sensitize the public on HIV/AIDS. The stand received 15,000 visitors. Kenya Red Cross participated in the ICASA⁴ conference at which the role of the Kenya Red Cross in the provision of anti retroviral (ARV) drugs was among the issues discussed with partners.

Constraints

Appropriate structures are yet to be set up at branch level to enable them become active partners for development of partnerships at community level.

Impact

Kenya Red Cross is a recognized and major player in health and care and HIV/AIDS programming in the country.

Objective 6: The Kenya Red Cross national water and sanitation strategy is developed.

The first draft of the strategy has been completed and will be finalized in 2004 with the assistance of the Federation regional health and care department.

Constraints

Lack of sufficient funding has delayed implementation of planned activities.

Impact

The impact is not yet measurable until the strategy is fully disseminated and well implemented at branch level.

Objective 7: A national water and sanitation coordinator is recruited

A WatSan Coordinator was recruited and attended two weeks training in water, hygiene and environmental sanitation in disaster and emergency situations facilitated by the Federation. In addition, the national society has initiated cooperation and networking with the Ministry of Water Resources, Ministry of Sports and Gender, Ministry of Health and Christian Children Fund (CCF)

Constraints

Continuous funding for the WatSan Coordinator for the year 2004 has not been secured.

⁴ ICASA – International Conference on AIDS and Sexually Transmitted Infections in Africa

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Impact

The recruitment of the WatSan Coordinator will greatly contribute to strengthening the newly established WatSan department of the Kenya Red Cross

Objective 8: Safe water and adequate sanitation is provided to 6,000 community members.

The water committee has been provided with training to oversee implementation.

Constraints

Insecure funding has delayed the implementation schedule.

Impact

There is increased community awareness and ownership of the project due to activities of the water committee.

Objective 9: Staff and volunteers are better equipped (in terms of skills and material resources) and are participating in water and sanitation activities at branch levels.

Kenya Red Cross WatSan Coordinator participated in a two weeks training, on water, hygiene and environmental sanitation in disaster and emergency situations. Further training was postponed due to lack of funding.

Constraints

There is lack of adequate finances to support the programme.

Impact

The advancement of the programme is still insufficient to notice impact at branch level.

Objective 10: 20 PHAST⁵ teams responsible for hygiene promotion within the community are established.

All 20 PHAST teams have been established and trained in collaboration with the Federation regional disaster preparedness and response department. Initial participatory needs assessments were carried out in two semi-arid districts of Kerio valley and Kajiado. A two year project proposal has been developed for Kajiado branch jointly with the Federation Regional Delegation in Nairobi and circulated to potential partners for funding.

Constraints

Due to low donor response, funds for WatSan activities were received in the second quarter of 2003. However, activities requiring minimum financial input were carried out together with other programmes. The national society was also able to pre-finance some of the activities with its own core funds.

Impact

PHAST has been well received by the new trained teams who have demonstrated their commitment to implement the programme despite the little funding. The national society headquarters has shown its support through allocation of own core funds to move the plan.

Objective 11: Water supply systems that can be operated and maintained at community level are constructed /rehabilitated.

Community mobilization, sensitization, and training of water users committee have been undertaken. Topographical survey of the water system and estimates of rehabilitating the water system have been worked out in collaboration with the Ministry of Water Resources, Management and Development. Pipe laying and fitting for the rehabilitation of a school water extension system has been done. All funds for this activity have been utilized.

⁵ PHAST – Participatory Hygiene and Sanitation Transformation

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Constraints

There was insufficient funding to carry out the full project but the existing funds were well utilized.

Impact

Some of the planned activities were partly achieved.

Federation Coordination

Goal: To build capacity and empower the Kenya Red Cross Society to mandate through better partnership.

Objective 1: The Federation secretariat assists the national society in an advisory function while the national society leads its own development process toward a strong national society with sufficient resources and capacities to be a recognized partner in civil society. A comprehensive Cooperation Agreement Strategy document is produced and the Federation coordination and support mechanisms through this agreed Cooperation Agreement Strategy have increased the impact of Movement support to the national society.

The Kenya Red Cross developed a CAS document and an accompanying MoU through a participatory process with all partners. These were endorsed during the national society's partnership meeting in October 2003 and signed by eight PNS and the Federation at a ceremony during the International Conference in Geneva in December 2003.

Constraint

The process of developing the CAS was very demanding and time consuming owing to its participatory nature. Some partners were initially skeptical of the idea of an overall programme approach as outlined in the CAS and preferred a project oriented approach.

Impact

The Kenya Red Cross has effectively used the document for its long term planning and to serve as the reference point for all donors supporting it. The CAS is proving to be an efficient and effective tool for increasing communication and cooperation between partners and achieving complementary support in line with the national society's priorities identified in its strategic development plan

Objective 2: An effective consultation mechanism with bilateral and multilateral partners is established.

Regular technical and coordination meetings between Kenya Red Cross, ICRC and bilateral partners in Kenya have been initiated by the Federation Head of East Africa Sub-Regional Office. The first meeting is scheduled for the first quarter of 2004 and the Federation Regional Delegation in Nairobi is coordinating support to the Kenya Red Cross. The annual partnership meeting was held in October 2003 and attended by nine PNS, the ICRC, the Federation, representatives from the French Business club, Nestlé and other private partners, UN agencies and representatives from the Kenyan government.

Impact

The technical and coordination meetings will further contribute towards a true coordinating mechanism of the overall assistance to the national society's priorities on a long term basis.

Objective 3: The customer satisfaction of Kenya Red Cross and other partners with the Federation assistance is measurably improved and appeal fully covered.

The Federation through the East Africa Sub-Regional Office has created an atmosphere of willingness to increased cooperation, consultation and sharing of information. The Head of Federation East Africa Sub-Regional Office supported the senior management in its management and coordination of partners' support, and at times, required a general support structure to ensure that standards are met and all support directed towards a common goal.

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Constraint

Not all PNS agree readily to common strategic documents such as [Strategy 2010](#), [Ouagadougou Declaration](#) and the on-going strategy for change by which all partners are required to comply.

Impact

Team work with internal and external partners has improved and partners have expressed their satisfaction with the value added by the Federation East Africa Sub-Regional Office.

Objective 4: The Federation representative has worked effectively with the senior management of the national society based on mutually agreed terms of reference while using the expertise of bilateral delegates, ICRC, other national societies in the region and national/regional consultants. Kenya Red Cross has actively participated and promoted the Red Cross and Red Crescent Movement in regional and international networks.

The Head of the Federation East Africa Sub-Regional Office has continued to provide support to the senior management of the Kenya Red Cross. The office coordinated both technical and financial assistance from the Federation Regional delegation in Nairobi for normal programme implementation and disaster response e.g. support from ICRC, bilateral delegates and the Federation during the floods operation. Cross border learning and exchanges with PNS in the region have been promoted in 2003.

Constraint

The Federation's East Africa Sub-Regional Office covers Kenya, Uganda and Rwanda and has limited time to cover activities for individual countries.

Impact

The national society has been able to take on more coordination activities because of effective support from the Federation East Africa Sub-Regional Office.

International Representation

Goal: The Federation has a high profile as a key humanitarian actor and advocate in the region with the added advantage of a network of national societies able to deliver services at community level.

Objective 1: The Federation is an effective and reliable partner in support of Kenya Red Cross Society and in addressing the needs of the most vulnerable. The Federation's participation with the Kenya Red Cross Society in national contingency planning processes is effective and partners within the government, the United Nations family and international NGOs are informed of its contributions and experience on a regular basis.

The Federation Regional Delegation in Nairobi has continued to maintain close contacts with diplomatic missions, UN agencies and other international institutions. This has helped to develop contacts and established concrete links for support to the national society's programmes. The Secretary General of Kenya Red Cross and the Head of the Federation Regional Delegation in Nairobi successfully represented the International Red Cross and Red Crescent Movement in various national and international fora. The technical departments of the Federation Regional Delegation in Nairobi and the national society sat in several technical inter-agency committees.

Constraints

The presence of the Federation Regional Delegation in Nairobi close to the headquarters of the Kenya Red Cross has at times caused confusion on representation but workable solutions have been found.

Impact

The Federation is recognized as a competent partner among international and national NGO operating in Kenya, the government, diplomatic missions and domestic donors.

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Objective 2: Strategic international initiatives of the Federation are systematically disseminated by the Kenya Red Cross Society to the Kenyan public, especially the HIV/AIDS anti-stigma campaign, ARCHI 2010 and the World Disasters Report.

The Kenya Red Cross implemented a number of health and care activities to reduce vulnerability and build capacities at local level. The national society strived to implement integrated community based health care activities in line with Strategy 2010, Ouagadougou Declaration and [ARCHI 2010](#). The programme components are first aid, blood donor, HIV/AIDS, WatSan and disease control. There is a close working partnership with the Federation regional health and care department in all health related activities.

The Kenya Red Cross has launched the world disasters report in 2003 like every year.

Constraint

The national society is concerned about the traditional short term funding structure especially in HIV/AIDS programmes that require long term commitment to ensure sustainability.

Impact

The national society is well established and recognized in the health sector including HIV/AIDS and disaster preparedness and response where it works with a range of partners to address the humanitarian needs.

Objective 3: The national society has actively contributed to cross-border exchange and knowledge sharing with neighboring national societies.

The first East Africa regional management meeting between the Secretary Generals of Rwanda, Kenya and Uganda was held in Nairobi in May 2003. The meetings facilitated by the Federation Head of East Africa Sub-Regional Office aimed at discussing common issues and concerns, harmonizing efforts when possible and drawing upon each others experiences. The meetings have been planned to coincide with the quarterly RC-NET meetings for cost effective reasons.

The Federation East Africa Sub-Regional Office initiated a quarterly meeting of the Finance Directors of Kenya, Rwanda and Uganda national societies in the third quarter of 2003. The meetings aimed at supporting financial development work, improving performance, discussing common issues of concern and standardizing approaches. During the first meeting in November 2003, a standard reporting format was developed to be used as from 2004. Possible standardization of core costs was discussed and will be followed up in 2004.

The task force for the Lake Victoria Project funded by SIDA through the Swedish Red Cross adopted a quarterly coordination meeting. The Head of the East Africa Sub-Region coordinated the Federation assistance to the Lake Victoria Project and represented the Federation in the task force. The Federation East Africa Sub-Regional Office also facilitated the participation of the three national societies during the regular meetings and workshops of the RC-NET subcommittees for health, disaster preparedness and response, information, resource mobilization and branch development coordinated by the technical departments of the Federation Regional Delegation in Nairobi.

The Kenya Red Cross Director of Health is chairing the RC-NET sub committee for health and care and has played a critical role in reviving the committee and getting commitment from members to establish a plan of action, a funding plan as well as to organise regular meetings. Under her leadership, the sub-committee initiated a pledge signed by all 14 national societies at the International Conference in Geneva in December 2003 to scale up HIV/AIDS activities especially relating to mother to child transmission.

Constraint

Owing to their busy schedules, the Secretary Generals, Finance Directors, the Health Director and the Head of East Africa Sub-Region all face time constraints and cannot meet as frequently as would have been desired.

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Impact

The quarterly Secretaries General's meetings have proven successful and increased sub-regional cooperation both formally and informally. The development of a sub-regional working group for improving financial management is a great achievement in this respect.

The national society has clearly shown its capacity to not only manage national programmes but also to impact regional initiatives.

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