

# 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 والقمر الأحمر

## RWANDA

1 April 2004

### In Brief

**Appeal No.:** 01.08/2003 ([Click here to access the 2003 Appeal](#))

**Appeal target:** CHF 1,944,726 (USD 1,320,046 or EUR 1,321,081)

**Appeal coverage:** 46.2% ([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 supports the following Appeal components of the [Rwandan Red Cross Society](#): health and care, disaster management, organizational development and support to coordination activities. There is a separate report for a project in Birenga administered by the Federation through a country service agreement with support from the British Red Cross.

The core areas of health and care, disaster management, organizational development and humanitarian values identified by the national society as priorities in their strategic development plan were all under-funded in 2003. This prompted an adjustment of the operational budget in June 2003 resulting into implementation of fewer activities. However, health and care and disaster management closely worked within the revised work plan and budget. Organizational development incurred an over-expenditure will be adjusted in 2004.

## **Rwanda; Appeal no. 01.08/2003; Annual Report**

Rwandan Red Cross developed a Cooperation Agreement Strategy (CAS) and accompanying Memorandum of Understanding (MoU) with partners which were both signed by the Federation and nine partner national societies (PNS) namely: Belgium Red Cross, British Red Cross, Denmark Red Cross, French Red Cross, German Red Cross, Norwegian Red Cross, Spanish Red Cross, Swedish Red Cross, and Swiss Red Cross during the International Conference in Geneva in December 2003.

### **Health and care**

**Goal: Rwandan Red Cross contributes significantly to the reduction of major health threats in Rwanda in close cooperation with the authorities and the local and international NGO partners in the Public Health Sector.**

**Objective: Federation Secretariat support has strengthened Rwandan Red Cross health program delivery.**

#### **Progress**

**The national society's health department is fully revitalised and its capacity to manage more focused and responsive health interventions increased. Rwandan Red Cross actively participates in existing in-country coordination mechanisms (Ministry of Health, National Aids Council) and develops a partnership with national associations of persons living with HIV/AIDS (PLWHA).**

Rwandan Red Cross worked and the Ministry of Health (MoH) developed a national programme for blindness in 2003. The national society integrated its health programmes with those of the MoH at a cost of USD 26,500 and adopted a coordinated approach at district level to improve the impact of the health programme.

The national society was well represented at international and regional meetings and conferences on HIV/AIDS in 2003. The Secretary General and the Head of Technical Services participated in a meeting on the HIV/AIDS workplace programme in Ethiopia organized by the Regional Delegation in Nairobi during which Rwandan Red Cross made a commitment to implement a workplace programme in 2003. Rwandan Red Cross attended a HIV/AIDS anti-stigma and discrimination conference arranged by the Rwanda Government in June 2003 and was presided over by the First Lady. Rwandan Red Cross works closely with other organisations at district level in the provision of health and care to PLWHA.

A presentation by Rwandan Red Cross of its activities and experiences on anti-stigma and discrimination campaigns for PLWHA at the International Conference in Geneva recorded a high participation and elicited lively debate and acclaim.

The Head of the Health and Care department attended a number of regional meetings as a member of the health task force of the Red Cross and Red Crescent Network for East Africa (RC-NET). Likewise, the HIV/AIDS Coordinator represented the national society at several regional conferences and meetings in Rwanda.

#### **Constraints**

There was inadequate funding. As a result, some activities were not implemented and fewer vulnerable people were reached.

#### **Impact**

The national society has established itself as a well respected professional organization in health and care and has a good profile at international, regional and national level.

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**An efficient community health volunteer network led by fully trained volunteer coaches is established; volunteer coaches in 60 districts identified and 720 volunteers and 24 instructors trained in CBFA. 120 instructors for CBFA (community based first aid) in secondary schools trained.**

A total of new 23 volunteer coaches have been trained in CBFA in twelve provinces while 46 other coaches received refresher training in team work, planning, implementation, coordination and reporting. The volunteer coaches in turn trained a total of 1,076 volunteers from 11 provinces in CBFA in 2003.

### **Constraints**

Although a large number of volunteers and trainers of trainers (ToT) were trained, reporting, planning and general follow up is a challenge and will require more attention in the 2004 programme.

### **Impact**

The national society has a large number of well trained volunteers and ToT available for regular activities. These volunteers made an impressive impact during the measles campaign in February 2003 when 2,456 of them assisted the Ministry of Health, WHO and UNICEF in social mobilization activities.

**Sufficient and culturally sensitive (information education and communication) IEC material produced and effectively used by volunteers including 500 CBFA books, 100 trainer manuals and 15,000 ARCHI information sheets.**

[ARCHI 2010](#) information sheets and CBFA books were translated into local languages while IEC materials comprising 200 CBFA manuals, 4,000 technical information leaflets including ARCHI material, 500 volunteer training manuals and 250 first aid kits were distributed were distributed in 12 provinces during the year.

### **Constraints**

Financial constraints hindered the provision of educational materials to volunteers e.g. the distribution in the 12 provinces was not the entire volume planned.

### **Impact**

The national society has demonstrated its capacity to work with a large number of trained volunteers nationwide. However, a challenge for 2004 will be to secure budgetary provision allowing for increased distribution of educational materials to volunteers.

**Specific IEC material on health education, PHAST<sup>1</sup>, HIV/AIDS, and malaria are procured and distributed.**

Ninety volunteers trained in diarrhoea prevention during the year undertook community sensitization campaigns on better hygiene, use of latrines and prevention of waterborne illnesses in Bugarama, Bugarura, Impala and Ruhengeri districts. Risk prone communities on the Lake Kivu including fishing communities were covered by the exercise and benefited from PHAST training and construction of 16 public latrines for fishing communities in Impala and Kivu, and agricultural communities in Bugarama four water sources in two different sectors of Ruhengeri were rehabilitated.

### **Constraints**

The programme has had limited impact because only four districts are covered at present.

### **Impact**

Better hygiene, access to public latrines and rehabilitation of water sources in target communities have contributed to less prevalence of water borne diseases.

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<sup>1</sup> PHAST – Participatory Hygiene and Sanitation Transformation

## **Rwanda; Appeal no. 01.08/2003; Annual Report**

### **A team of commercial first aid instructors at headquarter level is established and fully equipped.**

This activity was not implemented due to lack of funds but has been deferred to 2004 since it was one of those identified in the resource mobilization study as a possible activity for the national society's fundraising strategy.

### **Ninety volunteer co-ordinators within the HIV/AIDS programme are trained on peer education and 160 volunteers trained in basic skills for home –based and community care.**

Twenty four peer educators were trained in eight schools in three districts of Nyaruguru, Mushubi and Kaduha in Gikongoro province in March 2003, and another 16 in Gisenyi province in April. In addition, 22 district officers, 321 volunteers, 154 peer educators and 38 members of associations of PLWHA have been trained on psycho-social counselling to PLWHA, sensitization on non-discrimination and stigma, and encouragement to families to participate in elementary training to deal with the situation.

Rwandan Red Cross signed cooperation agreements with other organizations to provide medical assistance to PLWHA.

#### **Constraints**

There is lack of coordination of NGO working in the area which might negatively impact the provision of efficient and effective quality care.

#### **Impact**

The national society has positively implemented activities in schools where it has trained volunteers in basic skills for home based care (HBC) to PLWHA. The national society has developed cooperation with community based organisations and has embarked on the provision of medical services.

### **One thousand (1,000) PLWHA are provided with quality care and support.**

Rwandan Red Cross assisted 1,890 PLWHA in 2003 through 350 volunteers organized in 38 associations in five districts.

#### **Constraints**

The needs are too enormous and exceed the capacity of the national society.

#### **Impact**

There have been positive experiences and lessons learnt which will form the basis for the extension of the programme in 2004.

### **The national society's volunteer network at local levels is sensitized in the fight against malaria; 6,000 mosquito nets sold in 24 local committees in close collaboration with the health authorities.**

512 volunteers from 12 local committees were trained on malaria prevention in 2003. The volunteers sold 1,000 mosquito nets in 32 locations, and distributed malaria and diarrhoea preventive materials to 12 committees in five provinces. The German Red Cross supported a programme in Gikonko district with the distribution of 2,600 mosquito nets.

#### **Constraints**

The poor communities found the price of a mosquito net to be too high. Irregular progress reports from branches made it difficult for headquarter staff to monitor and provide appropriate support.

**Impact**

There is increased awareness, accessibility and use of insecticide treated nets (ITN) by the local communities which have contributed to a decrease in the mortality rate.

**Disaster Management**

**Goal: The disaster risks in Rwanda are successfully reduced through joint disaster preparedness measures in the public sector and the Rwandan Red Cross plays a key role in mitigation and management of national disasters.**

**Objective: The Federation secretariat provides technical support and assistance to strengthen the capacity of Rwandan Red Cross in Disaster Preparedness/Response, as well as to increase the awareness and capacity of vulnerable communities in Disaster Management.**

**Progress**

**The role of the national society within the national disaster preparedness structures of the Rwandese government is clarified.**

Presidential elections and subsequent change of government in August and September 2003 respectively delayed work in developing a national disaster policy in which Rwandan Red Cross is a partner. The national society continued to produce a food security bulletin from information collected from four target provinces with an early warning system for food insecurity. Eleven editions of the bulletin are produced annually and distributed to the Ministry of Agriculture, provincial and district authorities, WFP and other interested stakeholders.

**Constraints**

The development of the national disaster plan slowed down due to factors beyond the control of the national society among them non-commitment by other partners from the NGO sector and the relevant ministries.

**Impact**

Rwandan Red Cross continued to monitor and disseminate food security activities successfully in four districts to keep partners informed of the situation.

**Five strategic emergency stocks including efficient management protocols are set up at regional and central level.**

An initial four pre-positioned provincial strategic disaster preparedness stocks were extended by another five provincial stocks during the year, and greatly strengthened branch capacity for rapid and effective response to emergencies. Items held in stock are blankets, plastic sheeting, jerry cans, kitchen sets, mattresses and other non-food items.

**Constraints**

Lack of sufficient funding limited the provision of items in the pre-positioned stocks.

**Impact**

There is improved capacity to respond to disasters at provincial level.

**One hundred fifty (150) volunteers and 12 headquarters staff members are trained and the setting up of four emergency response brigades that conduct regular drills is coordinated.**

One hundred volunteers were trained in disaster preparedness and five emergency brigades established and equipped in Gitarama, Cyangugu, Umutara, Kigali-Ngali and Rusomo. A 23-member national disaster response team comprising of two headquarters staff, five Regional Coordinators, and 16 volunteers from the 12 provinces

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was established and trained. Regular training and simulation exercises on population movement, volcanic eruption, land slides and famine continued throughout the year.

### **Constraints**

Lack of funds and sufficient preparation by branches limited the number of training sessions held in 2003.

### **Impact**

The training of staff and volunteers and establishment of emergency brigades has improved the national society's disaster preparedness structure at headquarter and branch level. Emergency response brigades have been furnished with the necessary equipment and facilities including eight motorcycles, 80 bicycles, eight telefaxes and 300 training manuals.

The national society has been able to partly equip its brigades with 26 bicycles with assistance from the Federation and ICRC

### **Constraints**

Limited funds hampered the procurement of equipment for the emergency brigades.

## **An alarm system is developed and implemented at national and provincial levels, including the production of 300 guidelines.**

The radio communication systems in Gisenyi, Gikongoro and Kibungo were rehabilitated and volunteers trained on its use. Disaster preparedness information leaflets for communities near Volcano Nyriangongo from both sides of the border were also prepared. Refresher training was provided to 15 volunteers and three Regional Coordinators with focus on the high-risk communities in Butare, Gikongoro, Kigali-Ngali and Umutara.

### **Constraints**

The radio system was only partially rehabilitated owing to limited funds which hampered the upgrading of the alarm system. More work is required for the communication system to become fully operational and effective.

### **Impact**

The training of volunteers has helped improve the communication system

## **Food security planning is improved in the provinces of Gikongoro, Kibuye and Butare through training 40 volunteers to conduct vulnerability capacity analysis in the three districts.**

Rwandan Red Cross food insecurity project has distributed cattle, seeds, agricultural tools and other essentials to mitigate the possible impact of food-insecurity for a target population of 900 persons in two districts in Karaba (Gikongoro) and Nyakizu (Butare). Twenty volunteers were trained in vulnerability capacity analysis and have conducted assessment in 14 out of 26 sectors in the districts.

### **Constraints**

Inadequate funding and delayed release of funds hindered timely provision of seeds and forced the postponement of some activities to 2004.

### **Impact**

Distributions undertaken by the national society have assisted the food insecure families in the target districts. Valuable lessons learnt in the process will be used to improve the capacity of the national society.

**Capacity building efforts of bilateral partners, ICRC and the Federation in disaster preparedness and relief are well coordinated at national and local level, and technical coaching is provided by the Federation Disaster Preparedness Delegate.**

Rwandan Red Cross received most of the funding for their disaster preparedness programme in 2003 through the British Red Cross and DFID. Unfortunately, the funds were not sufficient to cover all planned activities. The disaster management department at the Federation Regional Delegation in Nairobi has supported the national society in programme planning, implementation and training through quarterly missions to Rwanda.

**Constraints**

The available funds are not enough to carry out all planned activities. Hopefully, the activities will be implemented in 2004.

**Impact**

The DFID support has been critical in view of difficulties for the national society to attract multi-year funding partners.

**Efficient cross-border communication with the Red Cross of the Democratic Republic of Congo (DRC), especially Goma branch, is effected for planning and management of natural disaster interventions such as volcanic eruptions.**

Cross-boarder cooperation with the Red Cross of the Democratic Republic of Congo, especially Goma Branch was strengthened during the year with support from the Federation's Disaster Preparedness Delegate based in Goma. The national society has kept itself informed through regular bulletins from the observatory monitoring the development of Mt. Nyiragongo that erupted in 2002.

**Impact**

Monitoring and preparedness for a possible volcanic eruption has improved.

**Constraints**

The needs and capacities of the two national society's branches at the border to maintain regular contacts are crucial for better coordination and effective response in case of new volcano disaster.

**Organizational Development**

**Goal: To build a well-functioning national society that upholds the fundamental principles and values of the Red Cross and Red Crescent Movement and provides quality services to the most vulnerable in Rwanda, in accordance with [Strategy 2010](#).**

**Objective: The Federation secretariat provides technical support and assistance to strengthen the capacity of Rwandan Red Cross in branch development and decentralisation, good governance and volunteer management, and operational management and coordination.**

**Progress**

**Decentralized branches are operating effectively with clear understanding of their roles. A system of evaluation and competition in implementing the decentralization programme among the branches is formulated and applied. At least 85% of the 114 Red Cross local committees are restructured to suit the current 92 national administrative districts. The quality of coordination, communication and technical cooperation with headquarters staff is improved.**

The third draft of the Rwandan Red Cross decentralization policy was completed during the year; the final draft will be completed in 2004. Branches in ten out of the 12 provinces were decentralized and reorganized to strengthen their capacity for better programme implementation and to conform to the new administrative structure in Rwanda. Six focal provincial points have established. Branch coordinators participate in monthly planning and

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coordination meeting in Kigali which has contributed to better coordinated organizational development programme and improved communication between the branches and headquarters.

### **Constraints**

The National Branch Coordinator left the national society in September 2003 and the Kigali Branch Coordinator was nominated to replace him in an acting capacity as the national society looks for a replacement. The presidential elections period from August to October 2003 delayed the decentralization process due to high staff turnover in government and local authorities.

### **Impact**

The national society has achieved a part of the planned re-organization of branches and is well underway to complete the process. The establishment of six focal points for branch programme implementation in combination with monthly planning and coordination meetings has improved implementation and communication between branches and headquarters. The re-organization of branches according to the new government structure is an opportunity to cooperate better with district authorities.

**Local branches of the national society are regarded by the government as major players in community health and welfare and disaster preparedness and response particularly in disaster-risk areas is reinforced targeting the most vulnerable.**

The organizational development department works closely with other technical department of the national society including the health and care and disaster management departments. All training provided to volunteers in community based first aid (CBFA), malaria control and prevention, HIV/AIDS, PHAST, and disaster preparedness were undertaken in collaboration with the respective technical departments. Constant dialogue is maintained with branches and feed back assists in improving implementation at field level.

### **Constraints**

Refer to departure of National Branch Coordinator and staff turnover in government during presidential elections period mentioned above.

### **Impact**

Integration between organizational development and other technical departments has improved coordination and led to a harmonized approach to implementation at branch level.

**An efficient database of members and volunteers is created and regularly updated at the national society headquarters and branches. At least a 40% increase in membership recruitment is registered for all branches. The volunteer policy is well understood by both volunteers and staff and implemented in all branches and at headquarters level. Rwandan Red Cross volunteers are active, well motivated and recognized within the communities.**

The Rwandan Red Cross volunteer policy was finalized and presented to the board for endorsement. Joint activities between Red Cross and community volunteers have earned the national society wide recognition. New membership cards were distributed during the year to get an overview of numbers of members.

### **Constraints**

It has taken longer than expected for the volunteer policy to be endorsed by the board. Limited funds have inhibited the establishment of a data base for the registration of volunteers and members.

### **Impact**

Coordination between the organizational development and other technical departments has led to effective use of trained volunteers in the national society's operations.

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**Innovative domestic fundraising opportunities are researched, piloted and documented at local and national level. Resource mobilization committees are set up in all branches. Workshops and study visits on resource mobilization are conducted at regional level.**

A resource mobilization study done in 2002 with the support from the Netherlands Red Cross and the Federation Regional Delegation in Nairobi offer a range of possibilities for national resource mobilization. The national society is in discussions with donors and partners to provide technical and financial assistance to start implementation.

### **Constraints**

No concrete partnerships have emerged to begin implementation of recommendations from the domestic resource mobilization study. The national society dependence on external funding from partners is still high.

### **Impact**

No significant fundraising has been achieved yet and new local partnerships should be given priorities in 2004.

**The recommendations of the national society's human resource study are implemented.**

The national society's human resources study was endorsed by the board in June 2003 and, new human resources regulations have been implemented. With assistance from the Federation, the regulations have been harmonized with those of the national societies from Kenya and Uganda and the Federation Regional Delegation in Nairobi.

### **Constraints**

Full implementation of the salary scheme under the new package has not been effected because some partners found it difficult to increase their level of funding in 2003 to adjust to the salary requirements.

### **Impact**

Better and more competitive employment conditions have been implemented as suggested in the human resource study. However, donor resistance to sustain the new salary scale for ongoing supported projects had delayed their implementation.

**A national society information and documentation centre is operational.**

No activities were implemented due to lack of resources.

**Ongoing monitoring and evaluation of programme implementation, targets, deadlines and quality is undertaken by the senior management team.**

Rwandan Red Cross holds regular senior management coordination meetings at which progress in implementation of activities and other issues are discussed.

### **Constraints**

Rwandan Red Cross is undergoing a rebuilding phase which requires a lot of time from the senior management. The many challenges faced by the national society have overstretched its capacity and limited the ability of the management team to offer strong leadership. The national society is facing major challenges such as the volunteer policy, establishment of a data base for members and volunteers, development of standard reporting formats, coverage of core cost budget, and better fleet management.

### **Impact**

Despite the many challenges, a lot has been achieved in 2003: a human resource study, resource mobilization study, new financial regulations, external audits, internal reorganization and image building.

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**The financial management procedural manual is produced and systematically used by the technical departments and at branch level.**

The financial procedures manual was completed with assistance from the Federation Regional Delegation in Nairobi and the in-country Finance Development Delegate through a participatory and consultative process with technical staff, branches and volunteers. The manual is now being applied to all headquarters' transactions, and will be disseminated in 2004 to all branches of the national society for compliance. The finance department has been computerized and instituted better financial management procedures.

### **Constraints**

The financial procedures have yet to be cascaded to the branches. Challenges for the finance group include getting up-to-date with transactions, activating the budget function in the system and developing standard monthly, quarterly and annual reports. The finance and administration department faces challenges in management of vehicles, implementation of core cost system and establishment of a well functioning cooperation structure with technical departments to financial management.

### **Impact**

The finance department has made a milestone in development of the financial procedures manual and conducting comprehensive annual external audits for 2001 and 2002. Computerisation of accounts has showed positive results.

**The Federation Finance Delegate and Representative provide ongoing coaching and control of application of required procedures.**

The Mt Nyiragongo volcanic eruption required an in-country Finance Delegate to manage the ensuing operation. Upon request from the national society, the delegate's job description was amended to include finance development support to the national society over the last months. With the departure of the delegate, the newly established East Africa Sub-Regional Office has continued financial development support to the national society supplemented by the regional finance unit as required. The national society has been allowed to use the direct transfer system starting from 2004 as opposed to the cash transfer system.

The Head of East Africa Sub-Regional Office supported the national society's senior management through monthly missions to prepare a CAS, a MoU, and in organizing monthly coordination meetings among other activities. Support has also been given in developing positive donor relations and in attracting new partners to programmes.

### **Constraints**

The needs of the community have overstretched the capacity of the East Africa Sub-Regional Office to respond to all requests which may require additional reinforcement next year.

### **Impact**

Major achievements have been noted in the development of Rwandan Red Cross to become a well-functioning national society. However, years of a non-functional society require a multidisciplinary, committed and focused senior management team. Although the present management team has made remarkable progress, there are major challenges that still need to be addressed.

## **Federation Coordination**

**Goal: To build capacity and empower Rwandan Red Cross to achieve its mandate through better partnerships.**

**Objective: Rwandan Red Cross' integrated capacity building planning and implementation skills are ensured by the Federation through participatory facilitation.**

### **Progress**

**An efficient consultation mechanism with bilateral and multilateral partners is established within the Cooperation Agreement Strategy (CAS) process. External stakeholders like the UN agencies (OCHA<sup>2</sup>, UNHCR, WHO, UNICEF) are consulted in the process and are informed about the progress of the national society in capacity building and programme delivery.**

Regular coordination meetings between Rwandan Red Cross, ICRC, bilateral partners present in Rwanda and the Federation representative started early 2003 upon the initiative of the Federation. The meetings are critical in regulating the huge number of partners present in Rwanda getting a more general overview of programmes. The development of the MoU and CAS document have proven to be an efficient methodology to increase communication and cooperation between partners, and securing complementary support to the priority areas identified in the national society's development plan.

### **Constraints**

There was initial resistance from some partners to obtain a more overall programme perspective as opposed to a project oriented approach. The process of building partnerships is time consuming and has stretched the capacity of the East Africa Sub-Regional Office which also supports Kenya Red Cross and Uganda Red Cross.

### **Impact**

Better communication and cooperation between partners has been achieved. The development of a CAS that is consistent with the strategic development plan of the Rwandan Red Cross has improved coordination and harmonization of support to the national society's priority programmes and activities.

**Internal stakeholders like the central governing board, the senior management team of Rwandan Red Cross and volunteer representatives actively participate in the Cooperation Agreement Strategy process.**

The Rwandan Red Cross CAS document was developed through an extensive participatory process that involved national society staff, volunteers at both headquarters and branch level. The proposals in the document received feedback and were presented at the national society's two partnership meetings in April and September 2003 before its final endorsement by the board. Both the CAS and the accompanying MoU were finally signed by the Federation and nine PNS at a ceremony during the International Conference in Geneva in December 2003 attracting much visibility to the process and to the three African national societies.

### **Constraints**

The development of the CAS document is time consuming and requires a lot of consultations and feedback.

### **Impact**

The Rwanda, Uganda and Kenya CAS have been hyperlinked in the Federation's website and are the first three such documents from Africa. The CAS and MoU have assisted Rwandan Red cross in its long term planning and are serving as reference documents and has been attached by several partners to their applications to their respective governments.

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<sup>2</sup> OCHA – (UN) Office for the Coordination of Humanitarian Affairs

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**Customer satisfaction of Rwandan Red Cross, PNS, ICRC with the Federation coordination role is measurably improved.**

The Federation's East Africa Sub-Regional Office has contributed to increased cooperation, consultation and sharing of information. The role of the Federation Head of Office has been to support the senior management in management and coordination of partner support, which at times have required a focused and firm support to bring all partners towards a common objective.

### **Constraints**

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

### **Impact**

Team work with internal and external partners continues to improve. Partners have expressed their satisfaction with the value added by the Federation East Africa Sub-Regional Office.

**The Federation Country Representative and regional technical delegates have provided ongoing coaching to the senior management team of Rwandan Red Cross based on mutually agreed terms of reference and through the use of the expertise of bilateral delegates, ICRC, Rwandan Red Cross and local consultants.**

The Head of East Africa Sub-Regional office have provided support to the senior management of Rwandan Red Cross complemented by the Federation Regional Delegation in Nairobi, the Federation secretariat in Geneva, bilateral delegates and the ICRC. Among achievements have been harmonized project implementation; new human resource regulations, and a comprehensive disaster preparedness and response strategic framework including community based disaster preparedness. Cross border cooperation and exchanges have also been promoted.

### **Constraints**

The time and human resources available are not adequate to offer the level of support that might be required since the East Africa Sub-Regional Office also supports Kenya and Uganda.

### **Impact**

Rwandan Red Cross Society has demonstrated its capacity to take on more coordination of activities due to the active support from the federation through the 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: The Federation is an effective and reliable partner in support of Rwandan Red Cross and in addressing the needs of the most vulnerable.**

### **Progress**

**The Federation Country Delegation has actively participated with Rwandan Red Cross in national contingency planning processes and informed partners within the government, the UN agencies and international NGO of its contributions and experiences on a regular basis.**

The Head of Sub-Regional Office made contacts with diplomatic missions, UN agencies and other institutions in Uganda where the East Africa sub regional office is located. Some of these organizations have programmes in Rwanda. Direct contacts in Rwanda will be established in 2004 with the Secretary General.

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### **Constraints**

The general lack of human resource capacity in the East Africa Sub-Regional Office has been a limiting factor in carrying out representation activities leading to missed opportunities for new partnerships. Time constraints have also not allowed for the development of national and international contacts in Rwanda as would have been desired. For instance, the Federation is recognized as a competent partner among international and national NGO operating in Uganda, the government, diplomatic missions and local donors but is yet to achieve the same status in Rwanda.

### **Impact**

New contacts from Uganda have already started to increase the profile of the Federation and national society, which should be emphasized in 2004 through a more targeted approach.

### **An active participation of Rwandan Red Cross in regional and international networks of the Red Cross and Red Crescent Movement is promoted and supported by the Regional Delegation.**

It is a priority for the East Africa Sub-Regional Office to maintain existing partnerships and develop and explore new ways of working with the international community in Rwanda and the region.

### **Constraints**

This important activity has suffered from lack of time and human resources as well as inadequate resource allocation with the result that the on-going dialogue with external partners has not been optimal.

Rwandan Red Cross has been in charge of the contact with national and international partners in Rwanda and as such the International Red Cross and Red Crescent Movement have probably missed some opportunities for extending its partnerships. The national society has set this as a priority for the year 2004.

### **The current status agreement of the Federation in Rwanda is revised and approved by the government in agreement with the national society.**

There was no progress in 2003 due to time constraints and high staff turnover in government.

### **The Country Delegation has actively contributed to cross-border exchanges and knowledge sharing of Rwandan Red Cross with neighbouring national societies in its core programmes of health, organizational development, disaster preparedness, response and relief.**

The first East African regional management meeting between the Secretaries General of Rwanda, Kenya and Uganda was held in Nairobi in May 2003 facilitated by the Head of Sub-Regional Office. This provided opportunity to discuss common issues, build consensus and draw upon each others experiences. The meetings are planned to coincide with the quarterly RC-NET meetings for cost effectiveness.

Similarly, quarterly meetings of finance directors and managers of the three countries were initiated by the East Africa Sub-Region in the fourth quarter of 2003. This cross-border cooperation has the objective of supporting financial development work, improving performance, and standardize approaches where possible. The group has developed a standard financial reporting format and is in the process of developing standards for core cost budgets.

The Lake Victoria project task force which covers Kenya, Uganda and Tanzania adopted a similar quarterly meeting under the already existing systems. The Head of the East Africa Sub-Region has been requested to coordinate the Federation assistance to the initiative and to represent the Federation in the task force. Meanwhile, the Rwanda government has requested Swedish Red Cross to be included in the Lake Victoria project which will allow the Rwandan Red Cross to do the same with Swedish Red Cross.

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The Red Cross and Red Crescent Network for East Africa (RC-NET) subcommittees for health, disaster preparedness, information, resource mobilization and branch development organizes regular workshops and exchanges with respective technical departments of the national society. The Sub-Regional Office has actively supported and facilitated these activities.

### **Constraints**

The Secretaries General and Finance Directors of the three national societies and the Head of East Africa Sub-Region all have very tight schedules which allows for fewer meetings that would have been desired.

### **Impact**

The quarterly Secretaries General meetings have proven successful and increased both formal and informal sub-regional cooperation. The development of a sub-regional working group for improving financial management is a success.

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