

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

NIGERIA

15 February 2003

In Brief

Appeal No.: 01.32/2003 ([Click here to access the 2003 Appeal](#))

Appeal target: CHF 2,194,543 (USD 1,505,793 or EUR 1,492,066)

Appeal coverage: 105.3% ([Click here to access the Final Financial Report](#))

Appeal 2004: Nigeria sub-regional programmes no. 01.31/2004 (this includes Nigeria country programmes) ([Click here to access the 2004 Appeal](#))

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Introduction

A civilian government was re-elected for a second term in April 2003 amid a lot of controversy. The election results were challenged by political opponents, dominated by the All Nigeria People's Party (ANPP). Generally, the country remained peaceful over the campaign and election period, except for some politically motivated killings and a few armed robbery incidents.

In September 2003, seasonal floods destroyed several homes, lives and property leaving thousands of people homeless in the Central Belt and the North East. Oil price increments by the Federal Government triggered a nation wide labour strike for one week in late May and early June, called by the Nigerian Labour Congress. There was unrest in South Niger Delta when the local ethnic groups protested against the militant youths over the same. A court ruling over the dispute was still pending by the end of 2003.

The [Nigerian Red Cross Society](#) supported by the Federation and the ICRC, mobilized its volunteers who provided immediate response to the several emergencies that occurred in various states of the country. Among the emergency operations include explosions of fuel pipelines in the South, diarrhoeal outbreaks and cholera

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epidemics, fire outbreaks and collapsed buildings in Lagos which resulted in either loss of human lives and property damage.

The Federation Lagos office secured DREF (disaster response emergency fund) to help the Nigerian Red Cross provide assistance to over 2,000 Liberian refugees, who were brought into the country following renewed fighting in Monrovia in May and June 2003.

Overall analysis of the programme

The Nigerian Red Cross are active in health and care, disaster management, youth programmes, resource development and organizational development. The overall goal of the national society's health programme is to reduce morbidity and mortality by strengthening the capacity of the most vulnerable to enable them address their priority health problems. This is in line with [ARCHI 2010](#), the Federation Country Agreement Strategy and Nigeria's Health Plan. The health programme is one of the core programmes of the national society and it is served by the Community Based Health Programme (CBHP), which was started in 1997. CBHP is comprised of Mothers Clubs, School Units and Road Safety Clubs, Epidemic prevention and response Health Action Teams, Polio Eradication Initiative and a HIV/AIDS Programme.

Not only has the health programme achieved its objectives to further improve its capacity to assist the vulnerable communities to develop healthier living conditions, but it has also increased the visibility of Nigerian Red Cross to the general public thus increasing its volunteer base as well as numbers of the Mothers Clubs¹ across the country. The later was achieved through training and support.

Health education on priority health issues was offered to 5,000 women through 50 units of the Mothers Clubs in the 24 branches. The clubs have good support from the community leaders and enjoy community acceptance. The Polio Eradication Initiative continues to receive Federation assistance, it is estimated that about 44 million children of under five years were immunized in 2003.

First aid is a key component of the programme with training and support offered including training of 14 training officers and 42 activity coordinators. The Nigerian Red Cross was active on the [World First Aid Day](#) with events across Nigeria thus gaining wide publicity. This was followed by the launch of a national first aid manual. Inclusion of youth is considered as essential throughout the programme and 12 school unit coordinators and 300 school unit leaders were trained on the formation of school units in their states.

The HIV/AIDS programme has continued to develop with 12 additional branches receiving support throughout the year; there was training of 42 trainers, 360 home based care givers, 42 counsellors and 42 peer educators. It is estimated that the peer educators reached about 330,000 youths. The Nigerian Red Cross actively carried out anti-stigma and anti-discrimination campaigns reaching across a wide population and gaining significant media coverage. Materials were developed including a question and answer booklet which is being produced in the four main languages. A workplace programme has been started to offer information to staff and volunteers aimed at developing internal competence through greater understanding and support.

During the year the national society, supported by the Federation Lagos office and ICRC, undertook a joint strategy in which emergency team leaders and volunteers were trained in first aid, disaster management and conflict preparedness. It was able to effectively mobilize these teams during numerous disasters in the country providing help to vulnerable people in emergencies. The tripartite strategy will continue in 2004 covering 12 more branches.

The main strategy for organizational development (OD) is to improve the capacities of the staff and volunteers of the national society to implement health and disaster management programmes. The objective is to help the national society provide timely and accurate accounting of funds and reports. There was on the job training for branch secretaries and programme officers in governance orientation to improve skills. The OD activities are closely linked to programmes to improve programme planning and monitoring. Efforts have been taken to develop and establish more effective systems to improve information sharing on the impact of the programmes. A

¹ Mothers Clubs are designed to improve maternal and child health through health education, immunization promotion and mobilization, HIV/AIDS prevention, income generation and self help activities.

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pilot computerization project covering 10 branches is in progress. It is hoped that it will improve monitoring and support between the 37 branches which has been a challenge to the national society.

Health and Care

Goal: Morbidity and mortality rates in Nigeria are reduced.

Objective: The Nigerian Red Cross has further improved its capacity to assist vulnerable communities to develop healthier living conditions by the end of 2003.

Achievements

The Nigerian Red Cross health programme is managed by four staff members at headquarters, six zonal health officers and branch coordinators in each state. According to the ARCHI framework leaders and volunteers are in place in the communities to support each of the programme activities.

First Aid

In Nigeria, First Aid has always been synonymous with the Red Cross as in other parts of the world. Over the years, staff and volunteers have provided first aid on different occasions ranging from leisure to emergencies. The national society is regarded as the leading and foremost provider of first aid in the country.

Expected Results

All 37 branches have been resourced to train volunteers in standard First Aid and Accident Prevention

Achievements

- 42 programme coordinators from 13 branches together with 14 training officers from 14 branches were trained on standard First Aid.
- Branches have introduced the new skills to their volunteers.
- Volunteers raised awareness on first aid response to road accidents on the World First Aid Day 2003 (*See photograph to right*).
- A first aid manual was produced and is being used by the national society



Nigerian Red Cross volunteers demonstrating first aid skills during 2003 World First Aid Day

Impact

Teaching and sensitization on first aid has promoted awareness among the members of the public. It has also improved the quality of first aid training and services among volunteers in various institutions, including schools. Volunteers in the branches have continued to offer first aid services to public gatherings and victims of road accidents. The Emergency and First Aid Teams (EFAT) assisted in numerous disaster situations that occurred in 2003 countrywide.

The supply of first aid kits and publications of a first aid manual has helped strengthen first aid capacities at the grassroots. A new training officer has joined the team to increase the efforts of the national society in offering quality first aid services.

Constraints

- There was inadequate material and limited logistical support to exhaustively cover training for all the 37 branches in 2003. This was caused by limited funding.
- The quality assurance system is yet to be fully developed and implemented.

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Mothers' Club

Mothers' Club is one of the community service units that exist in branches. The Red Cross Mothers' Club is designed to improve maternal and child health and enhance the development and general well being of women, children and their communities in line with ARCHI 2010. Generally, Mothers' Club forms the basis for health promotion at the grassroots. All their activities are aimed at promoting health, preventing diseases and contributing to community development. The Mothers' Club strategy started in 1998. The programme aims at equipping women with knowledge and skills concerning their priority health needs and related social development.

Achievements

- Conducted Mothers' Club training-of-trainers (TOT) workshop for six coordinators and six facilitators in six branches namely; Kwara, Anambra, Borno, Kano, Delta and Osun. Following that a step-down training of 72 volunteers has been carried out in those branches.
- Formation and strengthening of 12 Mothers' Club units each in Kwara, Borno and Enugu state branches.
- Health education on priority health problems given to 5,000 women through 50 units of the Mothers Clubs in the 24 branches.
- A refresher course was conducted for 12 Mothers' Club coordinators and 12 Mothers' Club facilitators.
- Organized a one-day orientation workshop for six zonal officers, three Mothers' Club coordinators and three facilitators on water and sanitation (WatSan) - KAPB Survey.
- Developed a Mothers' Club profile to collect and establish a baseline data and systematic format for reporting Mothers' Club activities.
- Forty (40) additional members were recruited in Zamfara and Oyo state branches.
- Acquisition of a plot of land in Niger state for Mothers' Club activities.
- Mothers' Club coordinators and facilitators participated and supported social mobilization activities during sub-national immunization days.
- Mothers' Club members promoted awareness campaigns on HIV/AIDS in different settings including markets, villages and churches.
- Administrative support was provided to branches to assist Mothers' Club coordinators and facilitators to monitor and supervise Mothers' Club activities.
- Income generating activities were carried out by Mothers' Club in their communities including:
 - Packaging of spices for sale in Ungwan Rimi Kawo Unit in Kaduna.
 - Sewing of cloths in Geire Unit in Yola South Local Government Area in Adamawa State.
 - Making of hair cream and a dance group called Red Cross Dance Group in Nnowa, Enugu State.
- Kwami West Unit of Gombe State has built a hall where they conduct literacy classes for their members.

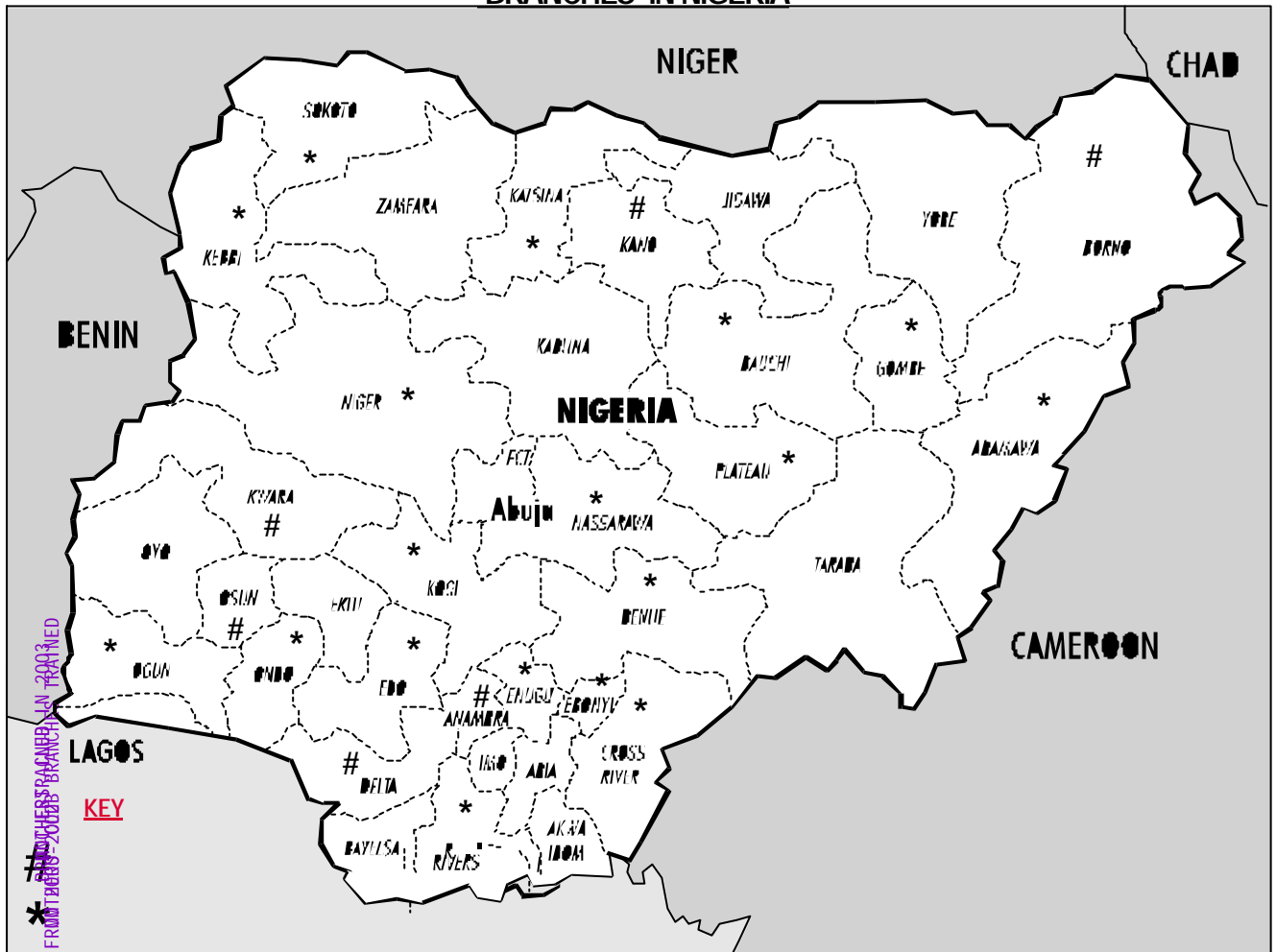
Impact

- Sixty (60) new Mothers' Clubs have been established in six Branches namely; Kwara, Kano, Osun, Delta, Anambra and Borno State.
- Thirty six (36) Mothers' Club were reinvigorated and strengthened in three states as entry points for the Nigerian Red Cross proposal to support WatSan activities in Kwara, Enugu and Borno.
- Some Mothers' Clubs have started raising funds locally increasing their opportunities to be more sustainable and effective.
- Mothers' Clubs health education activities have contributed to reduced morbidity and mortality in target communities and have further contributed to increased coverage of immunization in the communities.

Constraints

- There was insufficient funds thus monitoring and supporting Mothers' Clubs activities which cover a wide geographical area was limited.

**MAP OF NIGERIA SHOWING TRAINED MOTHERS' CLUB
BRANCHES IN NIGERIA**



Polio Eradication Initiative (PEI)

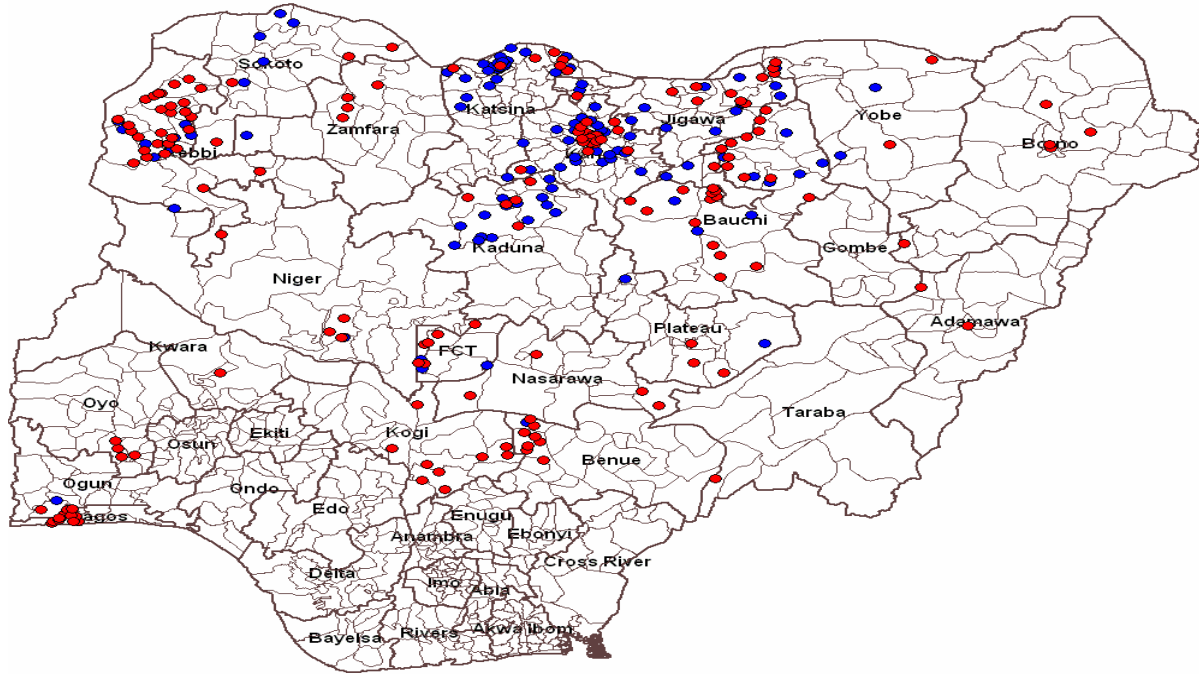
The Nigerian Red Cross has been participating in supplementary Oral Polio Vaccine (OPV) vaccination activities (SIAs) targeting children below five years in Nigeria since the commencement of National Immunization Days (NIDs) in 1996.

Unfortunately, despite huge efforts by the national society and others Nigeria has overtaken India as the country with the most reported Wild Polio Virus (WPV) cases in the world. Over 300 cases were reported between January and December 2003. The country accounts for almost 50% of all polio cases globally. Kano state has the highest followed by Kebbi, Katsina, Jigawa and Kaduna, all Northern states. WPV cases were reported in 23 out of the 37 States as demonstrated in map 2 below.

Polio virus from the Northern states is re-infecting previously polio-free states such as Lagos and Ogun in the South as well as nearby countries across West Africa. The national society with the support of the Federation continues to support the National Programme on Immunization (NPI) under the overall umbrella of the Interagency Coordinating Committee (ICC) to eradicate polio from Nigeria.

Map 2: Showing distribution of Wild Polio Virus, January – December 2003

WPV 1 (174) ●
WPV 3 (154) ●



Achievements

The national society has participated in ICC Meetings, NSMC Meeting, National Planning, Training and Debriefings on Sub-National Immunization Days and Mop-Up Exercises throughout 2003. 5,510 volunteers mobilized about 45 million children during the six rounds Sub-National Immunization Days (SNID) in 2003. Each volunteer mobilized an average of 8,000 children under five years as demonstrated in table 1 overleaf.

- Over 3,000 volunteer field guides (IEC) materials were produced and distributed. Umbrellas, T-shirts were also produced and distributed to volunteers increasing visibility of Red Cross. The materials have proven to be very useful for Red Cross volunteers and the field guide is the only available communication tool for local communities.
- National training of 20 branch secretaries in the North (Polio Endemic States) and Step-down training was also conducted for 422 local government area team leaders (coaches) in the 20 polio endemic states.
- The national society has participated in six rounds sub-national immunization days conducted in January, March, April, September, October and December 2003. The national society also participated in the mop-ups conducted in seven states.
- A total of 49,459 community/religious leaders were sensitized by the Red Cross volunteers, the mothers clubs being most active in this area. 25,766 community/religious leaders were reached in Kano alone during the SNID in January 2003.

Table 1: Showing the Summary of Results of NRCS Social Mobilization Activities for 2003 Sub-National Immunization Days (SNID)

Month (2003)	Number Of States	Number Of Volunteers	Number Of Children < 5 Mobilized	Community / Religious Leaders Mobilized
January	8	1,190	9,070,715	37,691
March	8	1,373	10,016,605	23,562
April	6	933	6,629,527	1,681
September	16	727	8,623,415	3,386
October	15	928	8,231,399	4,996
December	6	359	2,050,551	3,143
Total		5,510	44,622,212	74,459

Impact

- 44 million children were reached during the immunization exercises in 2003 with indications of a positive response of people due to the social mobilization efforts by the National Society.
- The campaign has strengthened the National Society community volunteer base, particularly in communities that are hard to reach.
- The image and awareness of the Movement's fundamental principles amongst traditional, religious and community leaders has increased.
- Increased coverage, demand and awareness on OPV and Routine Immunization.
- Strengthened National Society's relationship and partnership with Government, UN agencies, other NGOs and local communities.



Photograph of volunteers during polio SNID reaching out to the most vulnerable communities living in settlements along Lagos lagoon.

Constraints

- Postponement of Sub-National Immunization Days and National Immunization Days.
- Anti- polio campaigns by some religious / traditional leaders
- Irregular and postponement of ICC, NSMC and other planning and coordination meetings.
- Increasing number of wild polio virus cases resulting increasing number of endemic states against the areas earlier planned.
- Postponement of SNID in three States; Kano, Kaduna and Zamfara.

School Unit and Road Safety Clubs

The School Unit and Road Safety Clubs is a community service unit under the Health Programme. The project is in line with ARCHI 2010 and focuses on the increasing awareness of primary and secondary school students on healthy life style.

The project is designed to strengthen the Red Cross community structure for good programme delivery and community involvement. The unit also intends to equip school teachers, students and pupils with the required skills on prevention of illness, basic first aid, HIV/AIDS prevention and community health including vaccine preventable diseases. The school units are an extracurricular activity that has a long tradition within NRCS and is for many Nigerians the first contact with the movement. The leaders of the School Units have a unique possibility to provide pupils and students with health knowledge and influence their behaviour towards a healthy life style.

Expected Result

The in-school youths have acquired skills and knowledge concerning first aid, hygiene, communicable diseases and road safety awareness in about 300 schools.

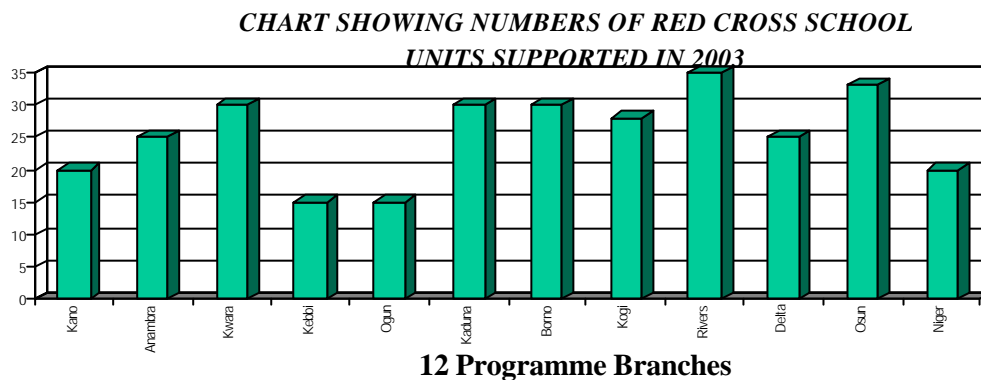
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Achievements

- Reviewed and produced training manuals for School Units
- Trained 28 School Unit Coordinators on the formation of School Unit Programmes in 12 Branches.
- Purchased and distributed highway codes for 12 Programme Branches.
- Produced, distributed and analysed questionnaire on baseline data for School Unit Programme in 12 Branches.
- Preparation of draft copy of monitoring and supervision for School Unit Programmes so as to ensure most effective service delivery
- Supported Red Cross school units effectively in 12 programme branches as demonstrated in chart 1 below.

Impact

- Increased Health Education and disease prevention amongst 300 Schools through training and support and the use of the School Unit Manual
- Increased road safety awareness amongst school pupils and students.
- Increased number of Red Cross volunteers amongst in-school youths.



Constraints

Alterations to the school calendar including strikes have resulted in some difficulties in implementation of programme as earlier scheduled.

Health Action Teams (HATS)

In this year support was requested and provided from NRCS to undertake health education campaigns and support the management, control and prevention of cholera and other disease outbreaks in four states namely: Zamfara², Kaduna, Borno and Bauchi.

Expected Result

To enhance 60 communities to respond to epidemics like malaria, cholera, diarrhoea and vomiting through Health Action Teams.

² Refer to the website <http://www.ifrc.org/> for specific Information Bulletins about these outbreaks.

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Achievements

- The Nigerian Red Cross demonstrated a clear capacity to respond to and prevent further suffering during epidemic situations through mobilization of its volunteer networks.
- Materials were produced including in local languages (Hausa) on cholera and were distributed during the campaign in Zamfara, Kaduna and Borno State.
- Support with supply of items from a cholera kit during epidemics to Samara, Borno and Kaduna State.
- Volunteers were mobilized, trained and equipped to manage and control epidemic outbreaks, including offering advice at household levels from door to door campaigns of the use of oral rehydration solutions and active case surveillance.

Impact

The assistance from the national society volunteers and staff across the country prevented further suffering and offered relief and support to the most vulnerable most specifically in the control of severe diarrhoea outbreaks and cholera epidemics in Zamfara, Borno and Kaduna states

Constraints

Funds were utilized to respond to the needs during the high number of outbreaks and epidemics. Therefore the specific formation and training of Health Action Teams was not conducted due to lack of adequate funding, although support was given.

HIV/AIDS Programme

The HIV/AIDS prevalence among 14-49 years old is estimated at over 5.8%³ with 1.5 million children estimated to have lost one or both parents to the pandemic. The Nigerian Red Cross has continued its response to reduce the prevalence rate and also to mitigate the impact of the epidemic for the most vulnerable, including people living with and affected by HIV/AIDS (PLWHA). The national society's STI/HIV/AIDS programme consists of three core elements, namely; peer education, home based care (HBC) and counselling and anti stigma campaigns. Gender sensitivity is considered throughout the programme.

The national society also reaches the population through its national volunteer network in branches, including those with the highest prevalence. This has been achieved through training, support and equipping the volunteers and staff with tools and resources at national and field level. Furthermore, in conjunction with the British Red Cross, the Swedish Red Cross, Nestlé and Parthenon, the national society signed a Memorandum of Understanding to support its HIV/AIDS programme three-year plan.

This reporting period, 2003, has been the second year of the plan period and the national society implemented the project in 24 states and has embarked on major campaigns to fight HIV/AIDS related stigma and discrimination during World Red Cross Day, [World AIDS Day](#) and at other public events such as the All Africa games. A KAPB survey and programme review to assess programme implementation is planned in 2004 with an increase in monitoring to measure the effectiveness of the youth and peer education (YPE) activities.

Expected Results

The Nigerian Red Cross has increased its capacity to effectively deliver assistance to vulnerable people living with or who are affected by HIV/AIDS and reduce discrimination against people living with HIV/AIDS. Most specifically the programmes aimed:

- To improve knowledge and understanding of STI/HIV/AIDS among 250,000 youths through YPE.
- Trained volunteers have reached 7000 beneficiaries through home based care and counselling.

Achievements

The project began in March 2003, following the completion of the 2002 activities. During the year the national society was able to achieve the following results according to the planned objectives:

³ The results from a recent nationwide surveillance survey are expected soon; these results may confirm fears of an exponential increase to this prevalence rate.

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- Identification selection and training of 36 peer educator trainers, three in each state
- Twelve HIV coordinators one in every state has taken the lead role in the management of the programme at branch level.
- Sensitization of 330,000 youths through youth peer education.
- Training of 36 home based care facilitators trainers, 360 home based care facilitators.
- Trained home based care facilitators have been able to render home based care support to 2,897 PLWHA
- Training of 48 Counsellors
- Pre and post test counselling was offered to 6,000 people.
- Three anti-stigma, anti-discrimination campaigns were conducted across the country in May on World Red Cross Day, in October during the 8th all African games and in December during the World AIDS Day. It has been estimated that information was disseminated to more than 2 Million people throughout these campaigns.
- The national society participated at various stakeholders meetings.
- Information, Education and Communication (IEC) materials on peer education, home based care, counselling, anti-stigma and anti-discrimination were produced including a total of 1,200 face caps, 2,250 T-shirts, 36,000 stickers, 52,000 handbills, 10,000 posters, 1,500 YPE flip charts and 1500 manuals
- 360 home based care kits were produced and distributed to the 12 project branches.
- 56,000 male condoms and 2,010 female condoms were distributed to the branches.
- The national society was represented at two international conferences on HIV/AIDS in the year which resulted in improved program quality.

Impact

- Knowledge on STI/HIV/AIDS by youths in the 36 LGAs has increased.
- Youths are more willing to discuss sexual issues and condom usage.
- Networking with and between the national society, PLWHA, National Action Committee on AIDS and other stakeholders has increased leading to more collaborative efforts.

Constraints

- Socio-cultural practices and beliefs which negate practices of safer sex influence the acceptability of some of the programme areas.
- Stigma associated with HIV/AIDS has made it difficult for PLWHA in some states such as Imo, Osun and Kano to seek assistance
- The wide geographic size of the programme has led to difficulties in monitoring and support to the most rural communities
- Throughout the year the national society's health team have suffered from a decrease in the planned human resources available leading to difficulties in implementing and managing the HIV/AIDS programme as planned.

Coordination and management

The HIV/AIDS programme receives support from the Federation, most specifically from the health delegate positioned to support the department since 1997 and the ongoing technical support from the secretariat. In Nigeria the national society is a member of the Interagency Coordinating Committee (ICC), National Action Committee on AIDS (NACA) and active partner with other NGOs working on health related issues in the country. A health sub-committee with broad health expertise and other professionals meet on quarterly basis to guide the activities of the health team.

The programme is also supported by Nestlé, the Swedish Red Cross, the British Red Cross and Parthenon Trust. Other partners include the Society for Women and AIDS in Africa Nigeria Chapter (SWAAN), the network for people living with HIV/AIDS (NEPWHAN), National Action Committee on AIDS (NACA) and the Federal Ministry of Health National AIDS/STDs Control Program.

Disaster Management

In 2003, the Federation assisted the disaster management programme (DM) of the national society. The main focus for the Federation's assistance was to improve the disaster preparedness capacity in which volunteers in six branches of the national society were organized into emergency and first aid teams, trained and provided with equipment. The Federation Lagos office, in collaboration with the British Red Cross and the ICRC, helped to develop and implement a training strategy to train EFAT (Emergency First Aid Teams) to respond to various emergencies in the country.

During the year, the following activities were achieved.

- Disaster management training was conducted for Leaders of Divisional Emergency and First Aid Teams (EFAT) in six branches.
- Pre-stocking of six warehouses with basic non-food items in the six zones of the country. The Federation provided funds for the pre-stocking of emergency items to enable the national society assist displaced persons.
- Development of Contingency Plans for the country as a whole and zones. In addition, training on the Plans was conducted for the national society staff and volunteers, supported by a technical consultant by the British Red Cross.
- Training of the national society's officers as Regional Disaster Response Team (RDRT) in Accra, Ghana in May/June 2003 organized by a technical consultant from the Federation's PADRU office.
- Management Programme Planning, Review and Coordinating meetings with zonal officers.

Collaboration with the ICRC in the field of training has resulted in planning and undertaking jointly coordinated training. According to the jointly worked out training, ICRC took the responsibility for the First Aid training and conflict preparedness in line with its mandate, while the Lagos office of the Federation helped in the conduct of disaster management training and equipping of trained volunteers. 30 EFAT teams benefited from the training.

However, the overall disaster management at the National Society faced planning and coordination constraints to timely implement objectives set for the period. Management of Zonal Officers from HQs and Zonal Officers communications between the HQs and reporting were not satisfactory. Coordination between Head, DM and Disaster Preparedness Officer and a team spirit have not yet developed into an effective team work in order to provide the highly required strategic leadership from the HQs to Zonal Officers and DP programme Branches.

Goal: Vulnerable people receive sustainable, focused and responsive services.

Objective: The capacity of the Nigerian Red Cross to effectively respond to and prevent disasters is increased.

Achievements:

1. Disaster response activities and preparedness:

During the reporting period, the Nigerian Red Cross volunteers and members provided first aid, relief and psychological services to the vulnerable in the numerous localized emergencies in various places of the country. The national society mobilized its Emergency First Aid Teams (EFAT) in the 37 branches to monitor situations across the country during the general labour elections in April. Similar preparedness activities were carried out by the national society when the Nigerian Labour Congress called for an industrial action that resulted in a industrial strike by civil servants. The Red Cross volunteers were deployed to assist in various government hospitals in the absence of medical staff.

These responses were made possible through financial support received from Swedish Red Cross, the Finnish Red Cross and the British Red Cross through the Federation. The funds helped in pre-stocking emergency non-food supplies in six zonal warehouses of the national society. Furthermore, with the Federation's support, the national society replenished the relief stock at its strategic Kano warehouse in North Nigeria in December 2003, which was later used as emergency relief to over 1,000 vulnerable families affected by an internal displacement in the North West part of the country.

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Beneficiaries of a flood disaster which submerged Kaduna City in September 2003 also received emergency assistance from the Kano pre-stock.

Table 2 Distributed Relief Items

S/No	Items	Quantity
1.	Blankets	1,200
2.	Nylon Mats	1,200
3.	Aluminium Cooking Pots	500
4.	Kerosene Stove	500
5.	Plastic Buckets	500
6.	Plastic Plates	4,200
7.	Plastic Cups	4,200
8.	Plastic Spoons	40,000

The national society's contingency plan, which was developed with technical support from the British Red Cross and the Federation's regional office in Lagos, was shared with other stake holders such as the National Emergency Management Agency (NEMA), a governmental body, and the ICRC for future assistance.

There was also improved cooperation between the national society branches and government authorities /agencies such as officials of State Emergency Management Agencies. Local government officials participated as facilitators in the national society's training programmes.

2. Disaster Emergency Teams Training (EFAT)

A pre-programme assessment visit was carried out to the six new 2003 disaster management programme branches, namely; Cross-Rivers, Enugu, Benue, Lagos, Kebbi, and Gombe.

The disaster management training was conducted for Divisional Emergency First Aid Teams (EFAT) leaders from Cross-River, Enugu, Benue, Lagos, Kebbi and Gombe branches. In addition, to ensure all round development of branches of the national society, 36 branch secretaries and 37 branch disaster preparedness coordinators were also included in the training. This was meant to further improve the coordination and administration of various disaster management activities through in the Branches.

Table 3: EFAT training in six zones

Zone	South-South	South-East	South-West	North-Central	North-East	North-West	Group Total
DP - Coordinators	6	5	6	7	6	7	37
Branch Secretaries	6	5	6	7	6	6	36
Branch Sec	Cross Rivers	Enugu	Lagos	Benue	Gombe	Kebbi	
Team Leaders	10	10	10	10	10	10	60
Total number of volunteers trained at branch levels							133

Still pending is the branch Step-Down Training and the establishment of Divisional Emergency and First Aid Team (EFAT) members. That is the training of 60 Divisional Emergency and First Aid Team (EFAT) members from five divisions in each of the six 2003 disaster management programme branches of Cross Rivers, Enugu, Lagos, Benue, Gombe and Kebbi.

A total of 360 EFAT members were trained in 30 Red Cross divisions in disaster management, first aid techniques and skills, as well as safe access (Conflict Preparedness.)

Table 4: Training of Divisional Emergency and First Aid Team members

Zone	South-South	South-East	South-West	North-West	North Central	North-East	Total EFAT members trained
Branches	Cross River	Enugu	Lagos	Kebbi	Benue	Gombe	6 branches
No. trained per branch	60	60	60	60	60	60	360

The training further strengthened the cooperation between the national society, ICRC and the Federation as this was part of the programme that was jointly supported by both bodies of the Movement.

Drawing up of contingency plans

The national society completed the drawing up of a contingency plan for high risk disasters in the country and took time to ensure that it was reasonably drafted. The draft was distributed to partners. A technical DP consultant from the British Red Cross trained the national society's staff in disaster management; DP coordinators from selected branches were also trained in contingency planning. The training was conducted with the following objectives:

- Clarify the principles of contingency planning for specific scenario
- Practice making contingency plan for a branch
- Clarify the relationship between branch contingency plans from: specific scenario, branch disaster response plan and branch disaster preparedness plan.

Increasing the technical and management capacity of staff and volunteers

In line with the Federation's regional disaster response plan, seven officers of the national society were trained as members of RDRT in the West African sub-regional Disaster Response Team Training (RDRT), which was organized for the Anglophone national societies in Accra, Ghana from 31 May – 10 June 2003.

The training was organized by the disaster management division of the Federation secretariat in Geneva in collaboration with the West African regional delegation. The objectives of the training were to:

- Support the national society internal disaster response system.
- Provide a platform for regional response team to be organized
- Create a link with field assessment.

The training improved and strengthened the technical capacity in disaster management, for both the participants and the national society.

Coordination and Collaboration with Agencies

Good cooperation and collaboration was maintained with the following agencies during the national society's emergency activities. Government offices at the federal and state level include State Police Commands, the Army, Federal Road Safety Commissions, State Fire Service, State Ministry of Health, State Ministry of Education, State Emergency Management Agency (SEMA), the National Union of Road Transport Workers and the Salvation Army partnered were all active in the national society's activities. A joint training plan was discussed and implemented between the national society, ICRC and the Federation.

Constraints

The implementations of some of the set objectives were delayed due to planning and coordination problems at the headquarters. However, the national society was able to make some progress in the last quarter of the year as field coordination activities improved; unmet objectives were rescheduled. The delay of the step-down training for the EFAT members postponed the provision of working equipment for the EFAT teams, although funding was readily available for the activity.

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The management of zonal offices and their long pending performance assessment of petty cash, to meet field operations such as monitoring, and field vehicle maintenance, have affected the work of the zonal officers.

Organizational Development

Analysis of the Programme

The organizational development (OD) of the Federation's Lagos office supported the capacity development of the national societies of Nigeria, Ghana, Benin and Togo to implement their programmes and services. OD activities covered during the year included governance orientation, self assessment of national societies of Nigeria and Togo, organization of two sub-regional working group meetings in Benin and Togo.

Staff and volunteers development of national societies in the Lagos sub-region has also been a key area of support provided by the OD. Counterparts and staff of the national societies also benefited from Federation's regional training on social mobilization and network in Windhoek, Namibia, reporting in Dakar, PPP (Programme Planning Process) in Accra, Ghana and volunteer network in Nairobi.

The Nigerian Red Cross achieved the following objectives supported by the OD and branch relation office of the national society:

- Under the Branch Development Plan, branch capacity assessment and on-the-job training was provided to 14 branch secretaries of the Nigerian Red Cross. Although some improvements in the performance of the branch secretaries were achieved, there are several shortcomings in the areas of programme management, finance and resource mobilization.
- Reporting skills of branch secretaries and financial retirement have shown some improvement.
- The national society with financial support from the Federation supported six (6) State branches with basic office and equipment.
- The governance bodies of the State branches showed improved understanding of their roles and responsibilities as policy makers. A two-day governance and management workshop for all 37 branch chairmen and branch secretaries was conducted, financed by the Lagos office and facilitated by the OD delegate and branch liaison officer
- A data base for branch members and active volunteers has been organized. During 2003, the number of active members and volunteers has risen to 5,222.
- An International Youth Camp was held in August 2003 with participants from seven countries in attendance. However, the national society faces a challenge to provide a workable guidance to integrate its youth activities into its programmes, in particular to the HIV/AIDS project.

A considerable time was spent and efforts were also made by the OD delegate to help the Ghana Red Cross in the preparation of two partners meetings which aimed at assisting the national society's governing body and its management address the current organizational and financial crisis.

Goal: The capacity of the Nigerian Red Cross to provide sustainable, focused and responsive services to vulnerable people is improved

Objective: The Secretariat works with the Nigerian Red Cross to improve its capacity to deliver humanitarian services to vulnerable people

Achievements

The technical and managerial capacities of Nigerian Red Cross Society's senior management to provide vision and strategic direction are enhanced.

- A joint Nigerian Red Cross/Federation mission conducted on-the-job training for the branch secretaries of Imo, Anambra, Sokoto, Kebbi, Katsina, Oyo, Lagos, Abia, Ebonyi, Ogun, Nasarawa and Plateau State branches. The visit to the branches helped to clarify issues on good governance, office management, financial

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and book keeping, volunteer net working and membership drive, working with other international organizations.

Similar visits were also made to Zamfara and Bayelsa State branches where issues related to the misuse of the Red Crescent Emblem were discussed. In general, the following were some of the critical observations made during the assessment visits to the 14 branches:

1. The branch activities were limited to the branch offices in the State capital in almost 95% of the twelve branches visited. The Red Cross Divisional/Community structures are yet to be strengthened; their successful establishment and functioning is critical to Red Cross programme implementation at a community level.
2. Several branch secretaries did not conduct formal meetings and monitoring sessions with the volunteer coordinators who were normally responsible for coordination of the programmes (HIV/AIDS, Youth, CBHP, etc).
3. The membership drive of these branches was very low, maintenance of proper cash book was lacking and there was no record for branch incomes and expenditure.
4. The working relationship between the zonal office and the branches was not cordial. 85% of the branches were not visited by the zonal officers since their establishment three years ago. The review of the zonal officers' responsibilities and their activities to branch capacity support is required urgently.

Generally, the management of the 14 branches visited under the on-the-job training was not satisfactory. What was the way forward? The joint OD/Branch Liaison office had several discussions with the executive committee members of the branches on the above issues and agreed on action points.

1. On-the-job training to poorly performing branches should be conducted by the mission. Meetings were conducted with an aim to exchange ideas with activity/volunteer coordinators to improve branch programmes monitoring. A 3-day programme review/planning meeting was organized by the Nigerian Red Cross and was sponsored by the Federation's Lagos office from 3^d – 6th February 2003. The purpose of the meeting was to harmonized planning and coordination between the branches, the zonal office and the headquarters. Another workshop focusing on reporting skills and finance was conducted for the branch secretaries. It was observed that branch programme monitoring and narrative reporting have shown an improvement over the last several months

2. Under the Branch Capacity Support (BCS), the Federation financed the purchase of basic equipment and furniture (type-writers, shelves, tables, chairs and television sets for the purpose of information dissemination) for the branches. Six branches of the national society namely; Kebbi, Kano, Ondo, Akwa –Ibom, Ebonyi and Kogi, benefited from the support. 12 other branches, which have been identified lacking financial means to buy the items, will also be considered for the same branch capacity support in 2004 if funding is available.

3. A draft Financial Procedure for the Nigerian Red Cross has been prepared with technical support provided by the finance development delegate. The draft document has been circulated for comments and a meeting was held between the senior management of the national society and the Federation's Lagos office to review the document.

4. The branch liaison officer and head of the youth attended an International Conference on Community Social Mobilization and Volunteer Networking

The Nigerian Red Cross governance has been properly oriented to enable them undertake their roles and responsibilities.

Members of the governing bodies in Anambra, Imo, Abia, Ebonyi, Sokoto, Kebbi, Katsina, Oyo, Lagos, Ogun, Plateau and Nasarawa state branches were briefed on their responsibilities during the assessment visit and on-the-job training by the assistant director (branch liaison) and the OD delegate for Federation's office Lagos. The governance of the aforementioned state branches showed understanding of their roles and responsibilities as policy makers by guiding and advising the branch management. 45% of the branches held their regular monthly meetings in 2003 as required by the national society's statutes.

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Elections for various positions of the branch executive committee were conducted in Kano, Osun, Ekiti, Kogi and Bayelsa state branches. All the branches complied with the national society's guidelines during the elections except the Bavelsa branch whose results were nullified.

A two-day governance and management workshop was organized for the state branch chairmen and secretaries from all the 37 branches in 2003. The Nigerian Red Cross' branch manual was used to guide the training. Some branches had organized similar workshop for their branch executive committee members including divisional representative and organizations.

During 2003, the branch executive committee members of Anambra and Abia branch were dissolved by the Central Council of the national society following cases of abuse of office. A five-man caretaker committee was put in place for Anambra branch to govern and conduct branch election before January 2004. In Abia State branch, a provisional administrator was mandated to further investigate the affairs of the branch and put up a caretaker committee to run the affairs of the branch and arrange for the branch election before the forthcoming AGM scheduled for March 2004.

The recruitment and management of quality volunteers and youth have been improved.

With the volunteers' policy in place, the recruitment and management of the volunteers has improved. 5, 222 new members/volunteers were recruited from the 22 branches in 2003. New volunteers were also recruited in the process of conducting training for the Home Based Care (HBC), Counselling and Disaster Preparedness. Volunteers were involved in several social mobilizations during the Polio Immunization programme in the year under review.

In the 6th International Youth Camp held in August 2003, 353 participants from 31 branches of national society and six other countries participated at the forum. The objective of the camp was to bring together youths and exchange ideas and share regional and international experiences in the field of preventive health dissemination among other issues. Participants undertook health education dissemination to the communities where the camp was held. The Nigerian Red Cross' youth continued to participate in the implementation of the national society's programmes for instance, involving themselves in the social mobilization campaign during the National Immunization in 2003 as well as several HIV/AIDS campaigns conducted by the national society.

Impact

The on-the-job training for the branch secretaries improved branch management and reporting skills. Separation of roles between governance and management was better understood and enhanced at least in 24 branches (out of a total of 36 branches) covered over the last 2 years. Volunteers, members and youths of the Nigerian Red Cross have increased their participation in the various activities of the national society.

Constraints

Some of the branch secretaries who were employed have not yet assumed full management responsibility and authority in their respective branches, as they were resisted by some members of their branch executive committee members. Actually, their recruitment was conducted through a time consuming process involving the Establishment Committee and their branch offices. Branch secretaries have not yet developed skills to help them raise local funds, improve management of Branch programmes and monitoring.

Branches also found it difficult to retain volunteers. They have been encouraged to motivate their volunteers with various non-financial incentives. Some branches don't comply with election guidelines during governance elections. Relationship between governance and management in some branches is not cordial.

Federation Coordination

Analysis of the programme

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With the arrival of two new delegates, health and finance development delegates, the Lagos office enhanced its capacity to provide more focused technical support to Nigerian Red Cross. The office helped the national society to develop closer relationships and partnership with various organizations including Nestlé, FHI, UNICEF and the British Red Cross.

The Nigerian Red Cross conducted its self assessment and submitted completed questionnaires in the first quarter of 2003 to Geneva.

The Lagos office of the Federation helped in the development of a draft MoU with ICRC office in Lagos to guide a tripartite agreement between the Nigerian Red Cross, the ICRC and the Federation's Lagos office. Fruitful collaborations were made to jointly plan and execute field level training to staff and volunteers of the disaster management programme of the national society.

The office also helped in facilitation of several regional and international level training and workshops for the staff and volunteers of the national society in the areas of HIV/AIDS, organization development and disaster management.

Staff and volunteers of the national society received on -the-job training on health project planning; monitoring and reporting techniques to improve the skills of the Health Team at HQ and in the field. On-the-job-training for branch governing bodies and branch secretaries on branch development, draft finance procedure and the general capacity development of staff and volunteers were given particular attention.

However, programme monitoring and reporting at the headquarters are still critical areas which require improvement. Supporting relationship between zonal officers, branches and headquarters are yet to develop well to support the field level project implementation.

Goal: Focused development and management of agreements and MoUs and other coordination mechanisms are achieved.

Objective: The Secretariat works with the national society, the ICRC and other partners to develop regional meetings and cooperation strategies

Achievements

The capacity of the Nigerian Red Cross to work with its partners has been increased

Regional group meetings were held twice in 2003 in Benin and Togo. The meetings brought together Presidents and Secretaries General of the national societies in Bénin, Ghana, Nigeria and Togo. The meetings identified focal national societies for Health, Disaster Management and Information.

Liaison meetings were held regularly with the ICRC in Nigeria. The meetings developed a draft MoU to coordinate the training activities of the disaster management of the Nigerian Red Cross.

The Nigerian Red Cross completed its self assessment in 2003. The CAS process for the national society is pending.

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