

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## NIGERIA

10 December 2001

*This Programme Update is intended for reporting on Annual Appeals.*

*Appeal No. 01.05/2001*

*Appeal Target CHF 2,387,609; Budget revised on 30 August 2001 to CHF 2,204,976*

*Programme Update No. 2; Period covered: July - September 2001; last Programme Update (No. 1) issued 30 August 2001*

### “At a Glance”

*Appeal coverage: 99.4%*

*Related Appeals: 14/01 - West and Central Africa: Meningitis*

*Outstanding needs: None*

*Update: The Nigerian Red Cross Society (NRCS), operating in the most populated country in Africa, has been developing and expanding its programmes responding to the needs of the vulnerable in the areas of Disaster Preparedness and Response, Health and Care in the Community, and the Promotion of Humanitarian Values. Through its programme activity and with Federation delegate support, it is developing organizationally to achieve greater efficiency and accountability as a well functioning National Society.*

### **Operational Developments:**

During the reporting period serious communal, ethnic and religious clashes continued to cause loss of life and injury, provoking large numbers of displaced people in the central state of Nasarawa and northern Bauchi State almost concurrently with Nasarawa. The root causes of the strife are thought to be economic, land pressure, and the decision of several states in the predominantly Muslim areas of northern Nigeria to pursue the strict application of Sharia. The Nigerian Red Cross Society (NRCS) with ICRC support, responded by organising food distributions for some 15,000 internally displaced persons (IDPs) in Bauchi, 2,000 in Lafia and 1,000 in various parts of Lere Local Government Area (LGA) in the northern state of Kaduna which had also suffered conflict. Other relief supplies such as blankets, buckets, soap and mats were distributed by the NRCS with ICRC support to a total of 22,500 IDPs living in improvised camps during July. With support from DFID-Nigeria, the NRCS began post-conflict assistance in August (see the Disaster Response.) The NRCS is also providing basic health care for IDPs on an ongoing basis throughout the country.

A flood disaster following exceptionally heavy rains devastated large areas of Kano and Jigawa States in the northern part of Nigeria between 27 August and 2 September 2001. The flood disasters were caused by continuous torrential rainfalls, which led to the overflow of rivers and two main dams, Tiga and Challawa dams. The areas affected by the flooding in the two States lie within Hadejia-Jamaare Rivers Basins which are very prone to flooding. In the two States, farmlands and crops were washed away and the people also lost their

livestock, houses and other properties. 125 towns and villages were affected by the flooding, with over 82,000 people displaced (Kano: 48,565 and Jigawa: 33,500) out of which 39,470 people (Kano: 17,870, Jigawa: 21,600) took refuge in public buildings, schools and camps receiving little or no assistance. With support from USAID and the Norwegian and British Red Crosses, the NRCS launched a relief operation (See Disaster Response.) in 10 camps in Kano and Jigawa States.

A Swedish-registered ship landed in Nigeria with 156 Liberians onboard seeking asylum. Entry had been denied by the authorities in Ghana, Togo and Benin before Nigeria decided on humanitarian grounds to allow it to dock in Lagos on 24 June. The passengers left the ship two days after it docked and received assistance from UNHCR and NRCS in transferring them to the refugee camp where Liberians and Sierra Leoneans from previous influxes are accommodated.

Oil pipeline explosions in Ogoniland of Rivers State in the Delta Region have continued to occur with loss of life, injury and environmental and farming damage. Governmental-employed health professionals protested about low salaries and difficult working conditions. In some States, Red Cross volunteers assisted at emergency wards during the strike. An AIDS treatment pilot programme to supply cheap generic antiretroviral drugs to 15,000 HIV-positive patients has started. The cost per patient USD 320 is nearly half of the GDP per capita in Nigeria, however the government will subsidise 65% of the cost per patient. People Living With AIDS (PLWA) organizations are said to lobby aggressively to get the drugs protected from control by criminal gangs who are intent on profiteering from the initiative. The government has established Primary Health Care services for IDPs and in some cases carried out immunisations of IDP children and others threatened with an outbreak of measles.

In responding to these emergencies and actions, the NRCS has necessarily had to deploy its staff and branch volunteers to carry out relief and first aid operations which have inevitably disrupted its other planned core programme activities.

**Disaster Response**

**Benue/Nasarawa post-conflict**

DFID had contributed CHF 857,202 to the Federation for the Benue/Nasarawa post-conflict relief operation with the following objectives:

**Objective 1** To provide food rations to 13,000 internally displaced people (IDPs) for a period of three months (20 August - 20 November 2001) in the States of Nasarawa and Benue. The 2,600 family food parcels will contain 30 kg rice, 7.5 kg beans, 5 litres oil, 1.25 kg salt and 5 kg sugar per family and will be distributed monthly for 3 months.

**Objective 2** To provide domestic rehabilitation packages to 2,600 families consisting of paraffin stoves, cooking pots, crockery, cutlery.

BENUE Phase 1 Food Distribution to 1,995 families.	1,200 Bags x 50 Kg Rice	300 Bags x 80 Kg Beans	10,000 ltrs cooking oil
	200 x 12.5 kg salt	200 bags x 50 kg sugar	
BENUE Phase 1 Non Food Distribution to 2,300 families	2,300 sets cooking pots	2,300 stoves	16,000 ltrs kerosene
	25 bundles plastic sheets	20 bales second hand clothes	
BENUE Phase 2 Food Distribution to 2,438 families	Rice –1,320 bags x 50 Kg	Beans – 147 bags x 80 kg	Vegetable oil – 6,600 litres
	Salt – 110 (25 kg) bags	Sugar - 176 bags x 50 kg	
BENUE Phase 2 Distribution of Kerosene	10,000 ltrs		

**Objective 3** To provide Water and Sanitation (WatSan) equipment and undertake health awareness raising to ensure the maintenance of sanitation, health and hygiene in the two camps of Daudu and Ukpam for the benefit of 13,000 people. 12 rakes and 12 cutlasses + disinfectant provided for sanitation work. Twelve volunteers carried out health education at the 2 camps twice weekly and monitored health conditions.

**Objective 4** To provide farming rehabilitation packages of seeds and tools to 500 families.

Due to continuing insecurity and conflict in Nasarawa it was not possible to carry out distributions. There is now, however, a distribution planned to take place in Nasarawa in November. Due to the fact that there is no indication that the displaced will soon return to their homes, it is proposed that Objective 4 above be cancelled and the money used instead for food rations which continue to be in short supply.

***Kano/Jigawa Floods***

The Federation received funding of: CHF 20,000 from the Norwegian Red Cross USD 24,000 from USAID-Nigeria for this flood relief operation which was mounted when exceptionally heavy rains and flooding devastated large areas of Kano and Jigawa States in the northern part of Nigeria between 27 August and 2 September 2001. Over 82,000 people were displaced temporarily while many still remain in camps because their homes were destroyed.

Total relief supplies distributed:	
Rice	22,100 Kg
Beans	10,400 Kg
Millet	800 Kg
Vegetable Oil	4,396 Ltrs

Rations were distributed to 4,835 displaced families equivalent to approximately 27,000 people in 10 camps in both States. Two communal latrines were also constructed for one camp where inadequate sanitation was a threat to life. Extensive health education focussing on water purification methods and human waste disposal was carried out by some 50 volunteers involved in the operation.

Apart from assisting with food relief, this operation provided an important psychological boost to people who were traumatized by the sudden events which led to their homelessness. The Red Cross system of relief transparency and accountability was admired by both beneficiaries and Government alike and the Government authorities have indicated that they would wish to adopt a similar system for their future distributions. The operation provided an opportunity for local Red Cross Branch capacity building and volunteer motivation.

***Disaster Preparedness***

**Objective 1** To contract, resource and train six zonal Disaster Preparedness officers.

Three of the four trained Zonal Disaster Preparedness officers worked full-time on the conflict and flood relief operations during the reporting period. Because of these heavy demands, they were unable to work on implementing the Disaster Preparedness programme in their zones. Because of these relief operation demands, it was also not possible to provide the final two Zonal Disaster Preparedness Officers recruited with formal training; however, they have been gaining operational relief experience and are now participating in Emergency Team training by the trained Zonal Officers. All Zonal Officers received first aid training during the period so that they can monitor first aid training of emergency teams. A refresher training and coordination meeting of Zonal Officers was also held at national headquarters. All Zonal Officers attended the four-day Annual Staff Seminar in Abuja where they interacted with their branch Secretaries as well as sorted out management problems with headquarters management. The problem of funding transport for Zonal Officers remains unresolved.

**Objective 2** By end of 2002 to have 60 new Emergency Disaster Preparedness Teams in 12 States.

Work on organizing and training the 30 emergency teams from the programme of 2000 has now almost been completed and their contingency planning is progressing. The organisation and training of a further 30 teams out of the 60 for the 2001/2 programme has commenced. This programme implementation work has now been organised to continue in times of relief operations. This had originally proved difficult due to certain management shortcomings.

**Objective 3** All Emergency Disaster Preparedness Teams will be capable of conducting needs and capacity assessments.

This is an essential part of the organisation and training of Emergency Teams and there should be some positive indicators by year end with a number of developed contingency plans.

**Objective 4** To ensure that the NRCS Disaster Preparedness and Response is coordinated with other responsible authorities and the National Emergencies Management Agency (NEMA) and in coordination with them, pre-stock relief materials on a zonal basis.

Two important meetings with NEMA have been held, one in Abuja which was initiated by NRCS, and a second in Lagos national headquarters which was initiated by NEMA. ICRC and the Federation participated with NRCS in both meetings. Progress was made in developing an open and supportive relationship between NRCS and NEMA on: overcoming the shared problems of State and Local Government cooperation, importation clearance of relief materials, lack of Government subvention, and information sharing systems. It was recognised by NEMA that lack of information from Government was also a serious problem for ICRC and the Federation in their efforts towards mobilising international support for relief efforts.

During a field visit by the Finish Red Cross Desk Officer and a Deputy from the Finish Ministry of Foreign Affairs, a meeting was also held with NEMA and this provided a useful reminder to the Nigerian Government body that there was an expectation of Government support for NRCS.

### ***Humanitarian Values***

While not a specific programme for the NRCS, activities for the promotion of humanitarian values are carried out as a part of all programme activities and consistent with the National Society's three-year strategic plan. Last month, for example, the NRCS and the Federation participated in a training workshop on International Civilian Peacekeeping. The NRCS employs an Information and Dissemination Officer with specific responsibility for this work.

In addition to the Federation-funded programme activity, the principles and values of the Movement are addressed as part of the ICRC training on International Humanitarian Law (IHL) with the Nigerian army and police. All senior and intermediate level police officers participate in lectures organised with the Federal Police Staff College in Jos.

### ***Health and Care in the Community***

Guided by the Ouagadougou Declaration and the ARCHI 2010 strategy, the NRCS continues to work towards the goal of 'strengthening the capacities of vulnerable people in their daily lives by enabling them to address their priority health problems' through supporting activities in the branches to improve woman and child health, school health and to improve response to health hazards in the local communities.

The NRCS has further participated in the Global Polio Eradication Campaign (Appeal 28/2000). The National Programme on Immunisation (NPI) sent a letter of acknowledgement to the NRCS and expressed appreciation of the NRCS' social mobilisation efforts during the National Immunization Days (NIDs). No NIDs took place within the 3rd quarter, but NRCS participation in Sub-National Immunisation Days in 16 States has been planned. With information from Federation headquarters that further financial support for polio activities this year was unsure, the National Society, with support from the Federation, sought out local funds. UNICEF responded positively and has sponsored training of National Society headquarters staff and Zonal Health

Officers for one day. Meetings with the African Development Bank and the World Bank are still to be organised. The NRCS' activities will be more fully covered in the programme update for Appeal 28/2000.

### ***Mothers' Clubs (MCs)***

**Objective 1** To continue to contribute to improving maternal and child health and improve the development and general well-being of women, children and their communities in 12 branches (6 past and 6 current year) each year through establishing 60 MCs and maintaining contact with the existing 100 MCs.

The National Health Officer and the initiator of the MC concept in Ghana visited Nigeria in connection with a second national training of 22 Coordinators and Facilitators from 11 branches in August to further develop the concept, strategy and methodology. A regional network of MCs was discussed. The course focused on leadership training and management, as well as transferring knowledge on public health topics, first aid and development of sustainable community activities.

Four Zonal Officers who are now acquainted with their role have offered technical and management support to many MCs. Headquarters staff made one supervisory visit to a branch during the period. Dissemination and Red Cross visibility material such as T-shirts with the MC logo, visors and file folders for leaders were produced. The MCs at state/branch level liaised with State Ministries of Womens' Affairs and have met appreciation and interest among authorities and UNICEF partners.

#### ***Basic Mothers Clubs Statistics***

<b>Year</b>	<b>No. MCs</b>	<b>No. MCs members</b>	<b>No. trained coordinators</b>	<b>No. trained facilitators</b>	<b>No. trained leaders</b>	<b>No. MCs with community activities</b>
2'001	168	2,520	23	40	23	5

### ***School Units***

**Objective 2** To improve health awareness of young people through each year organising in six selected states a total of 60 Red Cross School Units (10 in each state) of 20-30 pupils and with two teachers to undertake first aid, health education, hygiene and sanitation in their respective schools.

Educational and information material for training pupils and students is in process, utilising and adopting among others the ARCHI volunteer toolkit and integrating material on road safety awareness. Due to underfunding and the exceptionally high training costs the strategy has been revised:

*6 Zonal officers and 12 branch School Coordinators will this year be trained to use the material with detailed guidelines and instructions for teachers and this material will be distributed to 120 selected schools in 12 States this year.*

### ***Emergency/Epidemic Surveillance Teams***

**Objective 3** To contribute to Disaster Preparedness and better response to epidemics by establishing an illness and disease information gathering system, utilising 30 Disaster Preparedness and Emergency Teams to be established each year.

The concept has been further developed in collaboration with the National Society and Federation Regional Delegation. To avoid misconceptions of the role and functions of the teams, they will be called Health Action Teams (HATs) in the future and will work to improve response to public health hazards in the communities. They will work in collaboration with the authorities in epidemic prevention and control. Six Health Action Coordinators, six assistants and six Zonal Officers will be trained this year to assist authorities in health emergencies and to plan NRCS interventions in their branches. They will further train five HATs on the spot in each of the six programme branches utilising volunteers previously trained in community-based first aid. The training will focus on health emergency assessment, organisation of social mobilisation, health education, early detection of cases, reporting and partner collaboration.

### ***Capacity building and Networking***

**Objective 4** To develop and strengthen the health programme managerial and technical capacity at national headquarters and in 12 branches (by the end of 2001) through training and practical support.

Cooperation with the National Society is excellent: Federation delegates and national staff work in the same office. The benefits from the initiative of decentralised support to branches through Zonal Health Officers, however, are still to be fully realised. One Zonal Officer was not allowed by the authorities to leave his duties, another is on long-term sick leave. The clashes and floods have taken Health staff away from their normal duties to assist victims. These staffing problems as well as the more general problems in headquarters' provision of management, monitoring and work-planning support to Zonal Officers are being addressed.

NRCS reporting and documentation at all levels has previously failed to be timely and complete so a lot of attention is being paid to this matter. The Health Subcommittee has failed to meet because of the Chairman's absence. The Biannual Task Force meeting on health is still to be organised this year. A proposal for rehabilitation of leprosy patients was produced for the German Red Cross but was delivered too late. Nevertheless, it was redrafted and sent.

**Objective 5** Sharing of information and networking with government and other agencies in the health sector to ensure that the programme is responsive to change and maintains direction in accordance with ARCHI 2010.

There has again been good networking this period particularly through the Polio and HIV/AIDS networks. Inter-regional cooperation was strengthened through the Health Delegate, the National Health Officer and the HIV Coordinator's participation in workshops on 'Evaluation meeting on meningitis epidemics' and 'Training meeting of the regional health surveillance team' at the Regional Delegation Abidjan, both of which gave good orientation on: the epidemic situation in the region, national strategies and use of volunteers in preventing and controlling epidemics.

Partnership was sought and established for all health activities. Not only are the government bodies at Federal, State and Local level the partners of NRCS, but so also are UN organisations and relevant NGOs.

### ***Water and Sanitation***

**Objective 6** To continue to carry out health education, support construction of 20 latrines and eight wells each in six branches affected by cholera.

This objective has been removed from the programme due to underfunding.

### ***STDs/HIV/AIDS***

The STDs/HIV/AIDS project activity for Nigeria is reported in the Global ARCHI/HIV Appeal (no. 01.01/2001); however, the following is a summary of the activities during the reporting period.

**Objectives 7, 8, 9 and 10** To improve knowledge and understanding of STDs/HIV/AIDS infection and prevention amongst young people in 24 States in the age range of 9 to 30 years by the end of the year 2002 with a view to encouraging safer sexual behaviour; to provide basic home care support for 7,000 people living with AIDS (PLWAs) in 12 States by the end of the year 2002; provide counselling to HIV/AIDS patients, volunteers and NRCS staff by 30 counsellors based at 3 Local Government Primary Health Care Centres, in each of 6 States; and enhance the NRCS capacity in providing HIV/AIDS prevention and support through training deployment and resourcing of 6 Zonal project officers to give technical, monitoring and management support to the 24 State branches' staff and volunteers engaged in project implementation.

The NRCS became a member of National Action Committee on AIDS in July. Proposal, workplans and budgets were submitted to potential donors. Collection of baseline data and an assessment of the capacity to implement the project in 12 branches was done. Recommendations to allow all assessed 12 branches to participate were made. It was noted, however, that some branches would need more support for development and capacity

building. Volunteers were assessed to be adequately available and ready to work. IEC material is in the process of being drafted for the Peer Educator training and testing.

The HIV coordinator took part in the 106th Conference of the Inter-parliamentary Union in Ouagadougou in September and contributed by presenting a paper on caring for PLWAs and on stigma/discrimination reduction. Two resolutions by the Federation about volunteer strengthening and recognition of Red Cross volunteer work were taken into the final draft resolution.

### ***Organizational Development***

During September there was a change in delegates, and this has necessarily meant a short period of adjustment as orientation takes place and new working relationships are established.

**Objective 1** To further develop good governance understanding and apply the concept towards the goal of operating as a well-functioning national society and to finalize revisions to the Constitution.

As elections for a new national society president and central council are to be contested in January 2002, the revisions to the Constitution and training for governance will be postponed until 2002.

**Objective 2** To specifically increase the organizational management capacity to agreed levels of performance for 12 branches per year to operate systems of project management including accounting, reporting, volunteer supervision, public relations and pursuit proposals for State Government subvention or Corporate funding.

On-the-job training for branch secretaries was carried out in Kwara, Osun and Sokoto States.

The Annual Staff Meeting was held in Abuja in September with ICRC and Federation delegates present. Contentious issues - such as branch accountability failures, delays by branches in programme implementation for results, failures in reporting, inactivity by branches in fundraising, deficiencies in relief operation (including volunteer supervision and other general issues of branch administration) and governance - were addressed with a transparent and problem solving approach over a four-day residential workshop. This proved to be a useful opportunity also to meet with Zonal Officers and to resolve some management and other issues affecting them in their support to branches.

**Objective 3** To upgrade the system of financial management and information at headquarters, initially in manual form for the year 2001 and then in computer form during 2002.

This was a period when many of the weaknesses of the National Society's financial management and accounting systems were exposed as the volume of programme and relief activity increased. Problems were again experienced with the timeliness and quality of working advance retirements. There were unsatisfactory delays in the transfer of cash to branches and Zonal Officers. These shortcomings are well understood by senior management and steps are being taken to rectify the situation quickly. The Federation Finance and Administration Development Delegate (FAD) and the Delegation local staff accountant are to work with the National Society Accountant and deputy accountant on a regular basis in an effort to bring the accounting department up to standard.

The FAD is to carry out a one-week in-depth assessment of National Society accounting at the beginning of November as the basis for recommendations for a new manual system to be implemented with the approval of the newly elected governance from January 2002.

**Objective 4** To generate local fund-raising income for the year 2001 from fund-raising events and appeals, commercial first aid and sale of memorabilia and to develop a business plan for rental income from property development to be produced and implemented.

The Fund-raising Subcommittee continues to be most active and has started to make progress in generating local funds. They have assisted in developing a first aid kit for sale, have produced and are successfully marketing

greeting cards and other memorabilia, have renovated the headquarters hall to produce income, and have organised another fundraising dinner for November.

The First Aid training officer has been working with a First Aid manager from the British Red Cross Society (BRCS) to produce a Nigerian/West African First Aid Manual and this is now nearly at the final proof stage ready for printing. Because the manual will have been adjusted for local conditions and with suitable photos, it is expected that this manual will be in demand from others in the West Africa region and should generate profit from local and regional sales.

Commercial First Aid is now beginning to show results as contracts have been negotiated with Mobil Oil and a management training institute as well as other contracts are in the pipeline. Promotional material has now been produced to widen the uptake of this commercial service and further assistance in purchasing first aid training equipment has been given by BRCS.

It has been decided to delay the development of a property business plan until the new year so that this may become a major initiative of the newly elected governance.

**Objective 5** To maintain and improve the capacity of all branch secretaries to carry out the basic functions of Chief Executive according to their job descriptions and the branch manual. All branch secretaries to generate funds for branch core costs as a minimum, maintain proper books of accounts, provide quarterly branch Activity Reports and organize active volunteer and membership recruitment.

Revisions and updating of the branch manual were discussed for final agreement and distribution at the Annual Staff Seminar. An assessment of 12 branches' capacity to implement the HIV/AIDS project was completed by the Project Coordinator and passed on to Branch Development so that the Branch Liaison Officer and the Organizational Development Delegate can work to bring those branches with shortcomings up to the organisational standard for project implementation to commence. Because of management and governance problems at Enugu branch, this branch has been advised and assisted accordingly to correct these deficiencies.

The two-year period of branch secretary salary support initiated under the Tripartite Project came to an end so that no further salary support will be given for the remainder of the year. Branch secretaries were to develop funding for branch core costs during this period. Whilst some branches were successful, others were not; the withdrawal of this funding support will now make it necessary for branch secretaries to face this problem with urgency.

Further work on the membership policy and fees was undertaken. The Fund-raising Officer gave fundraising advice to the branch secretaries at the Annual Staff Seminar and challenged them to be more proactive in local branch fundraising for sustainability. BRCS carried out a field visit to Lagos State branch Youth as part of the Global Youth Awareness Programme initiative and to further develop the linkage with Mersyside Youth Group in the UK.

### ***Coordination and Management***

**Objective 1** The NRCS to have revised its three-year strategic plan consistent with Federation Strategy 2010, the Ouagadougou Declaration and ARCHI.

This objective was achieved as previously reported.

**Objective 2** The NRCS to enhance management skills and competencies; and during 2001 to develop results based implementation and reporting systems.

The Federation Head of Delegation (HOD) has worked closely with the Acting Secretary General and, in a relationship of cooperation and support, provides advice and guidance on a wide range of management issues. The HOD also provided technical support along with ICRC to the Emergencies Department officers in

programmatic and operational matters. During the reporting period, local funding for post-emergency IDP relief was negotiated with DFID-Nigeria and for flood relief in Kano and Jigawa with USAID-Nigeria.

The health delegate has assisted the national society health department, zonal health officers and the Federation's country delegation/national society senior management with technical and management advice across the range of health programme and project activities including: strategic planning, workplan scheduling, financial control and accountability, reporting and management information. The health delegate was also heavily involved this period in revisions to the HIV/AIDS proposal including development of IEC materials and networking.

The new organizational development delegate has already established a good working relationship with the national society branch development officer and senior management.

The FAD has been working with the national society accountants to ensure good relief operation and core programme accounting. The finance workload has been heavy due to relief operations which included: procurement and field monitoring connected with the Benue/Nasarawa DFID-funded relief operation and the USAID/NRCS/BRCS-funded Kano floods operation. Revisions to the HIV/AIDS budget and providing donor information for project proposals have also added to the workload during the period so that little time was available for National Society finance development work.

**Objective 3** The NRCS to have a revised, approved and disseminated constitution by the end of 2001.

This objective has been delayed until next year after new elections.

**Objective 4** The NRCS to have revised its staffing levels, organigramme, job descriptions and reporting systems by 2001. The six zonal system of programme support has been successfully established during 2001.

The delegation is giving advice and assistance to the National Society management to develop working systems of support to and control of the 12 zonal officers. This involves training of headquarters programme officers in managing their staff in the field to ensure that they work effectively and efficiently and provide the necessary accountability for impact and achievement of results at branch level.

Due to the increasing reporting demands of expanded programme activity, the national society is to appoint a Reporting Officer who will coordinate programme reporting and management information.

The national society continues to have a flat organigram (i.e., ASG with nine staff reporting directly to him). This reflects the situation that when the assistant secretary general was appointed acting secretary general on the secondment of the substantive SG on a delegate mission for ICRC, the number 2 position was left vacant. This situation should be resolved either with the return of the SG in April 2002 or before by the decision of the newly elected governance. Clearly this under-staffing of senior management can not continue for much longer.

**Objectives 5, 6 and 7** Twelve branches per year are monitored and supported in all aspects pertaining to the operation of a well-functioning national society with the aim of developing sustainable core activities at local level and contributing to the support costs; the NRCS to have in place a system of auditable and computerized accounting. To have produced an Annual Financial report which gives maximum transparency and reflects detailed activity costs; and the NRCS to have central local fund-raising or income generation capacity of \$150,000 per year by the end of 2002.

For information on activities for objectives 5 - 7 above, please refer to organizational development.

**Objective 8** The HOD to develop an agreed Country Assistance Strategy in cooperation with the NRCS, ICRC, partner national societies, government and UN agencies involved.

With the move from country-specific delegate-support to a regionalised support strategy during the coming two years, as well as with the National Society to hold governance, including presidential, elections in January 2002, issues such as a Country Assistance Strategy have been put on hold until a more appropriate and opportune time.

### ***Outstanding needs***

So far it has not been possible to provide zonal officers with transport and additional ongoing training due to funding shortfalls, and this remains an urgent operational need to be addressed. The NRCS has been working with a minimum of management staff and the decentralised zonal officer support to branches is essential to the future of the national society. There are still deficiencies in programme officer management and coordination skills which need to be addressed as well. Management training is an area in which donor partners could also assist.

Because of Disaster Preparedness and Response underfunding, relief operations are necessarily hampered by: lack of capacity in relief management and contingency planning, quality of operation (SPHERE standards) and speed and effectiveness of response. With the increased risk of civil unrest and natural disasters in the country particularly over the next two years, it is vital that programmes for the years 2002-2003 are more adequately supported so that the technical and management competencies required can be achieved within this timeframe.

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*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

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Nigeria						ANNEX 1
APPEAL No. 01.05/2001		PLEDGES RECEIVED				07.12.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>2'204'976</b>		<b>TOTAL COVERAGE 99.4%</b>
CASH CARRIED FORWARD				136'787		
AMERICAN - GOVT/USAID		24'000	USD	40'164	12.09.2001	PURCHASE OF FOOD, DIRECTLY TO THE FIELD
BRITISH - RC		10'000	GBP	24'100	05.02.01	DELEGATION CORE COSTS
BRITISH - RC		12'000	GBP	28'920	16.02.01	SMALL SCALE EMERGENCIES
BRITISH - RC		20'000	GBP	48'200	16.02.01	DISASTER PREPAREDNESS
BRITISH - RC		60'000	GBP	144'600	16.02.01	INSTITUTIONAL DEVELOPMENT
BRITISH - RC		25'000	GBP	60'250	16.02.01	COMMUNITY BASED HEALTH
BRITISH - GOVT/DFID		342'880	GBP	853'223	10.08.2001	IDP ASSISTANCE
FINNISH - GOVT/RC		37'338	EUR	56'728	28.03.2001	DISASTER PREPAREDNESS
NORWEGIAN - RC		276'000	NOK	51'637	10.04.01	INSTITUTIONAL DEVELOPMENT
NORWEGIAN - GOVT/RC		250'000	NOK	46'885	20.09.2001	RELIEF OPERATION & EMERGENCY TEAM
SWEDISH - RC		285'000	SEK	46'505	28.02.01	INSTITUTIONAL & BRANCH DEV.
SWEDISH - RC		75'000	SEK	13'028	28.02.01	CO-ORDINATION & MANAGEMENT
SWEDISH - RC		130'000	SEK	22'581	28.02.01	DISASTER PREPAREDNESS
SWEDISH - RC		265'000	SEK	46'031	28.02.01	HEALTH AND CARE
SWEDISH - GOVT		465'000	SEK	78'353	21.05.2001	INSTITUTIONAL DEVELOPMENT
SWEDISH - GOVT		225'000	SEK	37'913	21.05.2001	COORDINATION & MANAGEMENT
SWEDISH - GOVT		120'000	SEK	20'220	21.05.2001	DISASTER PREPAREDNESS
SWEDISH - GOVT		1'235'000	SEK	209'827	21.05.2001	HEALTH PROGRAMME
SUB/TOTAL RECEIVED IN CASH				1'965'952	CHF	89.2%
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Sw eden	Delegate(s)			104'804		
Great Britain	Delegate(s)			119'917		
SUB/TOTAL RECEIVED IN KIND/SERVICES				224'721	CHF	10.2%
<b>ADDITIONAL TO APPEAL BUDGET</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	
<b>THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:</b>						
PNG001, PNG006, PNG101, PNG160, PNG161, PNG401, PNG402, PNG518						