

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

EASTAFRICA SUB-REGIONAL PROGRAMMES

30 December 2005

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 183 countries.

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In Brief

Appeal No. 05AA004; Programme Update no. 2; Period covered: January 2005 to September 2005; Appeal coverage: 68.9%; Outstanding needs: CHF 816,643 (USD 618,200 or EUR 521, 816) [Click here to go directly to the attached Contributions List, also available on the website.](#)

Appeal target: CHF 2,624,305 (USD 2,106,691 or EUR 1,699,679) - based on the revised budget

Related Emergency: Kenya Drought Appeal no. 18/2004 - http://www.ifrc.org/cgi/pdf_appeals.pl?04/1804.pdf

Programme summary: The first programme update amended the East Africa sub-regional programmes for the 2005 Annual Appeal to include Burundi. As such, the second programme update falls behind the normal reporting calendar. Revisions and amendments have been made to the goals and objectives of the health and care, disaster management and organizational development programmes for Kenya, Rwanda and Uganda, through this programme update, to ensure that they are more 'focused'.

During the period under review, the programmes supported by the Federation increased to include disaster and health emergencies preparedness programmes for the national societies. Some delays were experienced in the upstart of the programmes as this was part of a global programme subject to decisions at the Geneva level. However, at the time of writing, the national societies had started implementing their activities. They will, accordingly, be receiving the necessary technical and coordination support in these activities.

There were no new emergency appeals launched during the reporting period. The end date of the Kenya drought relief operation which started in August 2004 was extended by three months to 31 May 2005 to allow time for the completion of activities which for various reasons could not be completed by 28 February 2005. Operational updates and the final report were produced separately and shared. However, a number of Minor Emergency Appeals were launched and allocations made from the disaster relief emergency fund (DREF) in respect of three national societies as follows:

- Uganda Red Cross, February: CHF 55,250 in respect of population movements;
- Tanzania Red Cross, May: CHF 110,000 in respect of floods on the island of Zanzibar;
- Kenya Red Cross, June: CHF 100,000 in respect of floods; and
- Kenya Red Cross, July: CHF 200,000 in respect of tribal clashes.

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents).

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, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

BURUNDI

Operational developments

In 2005, the national society focused on organizational development and capacity building which is being implemented with the support of the Federation. One of the highlights of operational developments in the Burundi Red Cross was the successful revival of inactive branches and the establishment of new ones between January and May 2005. This resulted in a 100% geographical coverage across the entire country with respect to Red Cross presence. This was subsequently followed by the convening of a General Assembly during which a governing board was elected.

A contributory factor to the inactivity in the national society was the controversy surrounding its statutes and while a revised document had been adopted in 2002, it had many flaws amongst which were discrepancies between some provisions and the internal regulations. Against this background, the General Assembly immediately appointed a committee to carry out further work on the statutes; the committee successfully completed its work and handed over the document to the board. At the time of writing, the board had made a decision to share the document with the Joint Commission on Statutes.

The combined total budget of the two phased programmes addressing first of all, the issue of convening of a general assembly (January-April) and secondly, the further strengthening of both management and the operational structures below the headquarters level (May-December 2005) was CHF 422,446. As at 30 June 2005, there had been only one contribution from Department for International Development (DFID) amounting to CHF 36,000. However, the programme had a positive balance of CHF 169,305 making the total of available funds for the year CHF 205,305 or 48.59% of the 2005 budget. Given that the year is about to close, it is unlikely that there will any more contributions. All the same, two partners, the Spanish and the German Red Cross have started cooperating with the national society in the sphere of branch development; this should see part of the budget deficit covered.

All (except one) former rebel groups were successfully reined in paving the way for a carefully staggered election process from the communal level through to the national level. As a result of the relatively peaceful process, Burundi now has democratically elected legislators at the various levels as well as a head of state. In recognition of the positive developments, a number of donor countries have pledged to resume support of the country's reconstruction and rehabilitation. This is going to be facilitated by both bilateral and multilateral aid arrangements which will include debt cancellation at the next round of talks of the Group of Eight countries (G8).

Organizational development

Goal: To build the capacity of the Burundi Red Cross to enable it to meet the needs of vulnerable communities through the development and implementation of quality programmes and activities in accordance with the Fundamental Principles of the Movement, Strategy 2010, ARCHI 2010 and related strategy instruments.

Objective 1: The Burundi Red Cross national level has the capacity to support the growth and development of branch and local committees and turn them into well functioning operational organs of the national society thus enabling them to fulfil their mandate in terms of meeting the needs of the vulnerable within the communities they serve.

Progress/Achievements

Governance.

- With technical support from the Federation, the national society embarked on an aggressive programme of reviving dormant branches and establishing new ones in districts which previously had no established Red Cross presence. At the branch level, the election of provincial and local committee members was immediately followed by induction training to get them started and to prepare them for the important role they would play at the General Assembly with respect to debate on critical issues as well as making informed decisions on the choice of the national leadership. The electorate at the General Assembly made up of provincial representatives made the informed decision of electing a national leadership made up of a combination of old and new members. This way, continuity is guaranteed.
- All 17 provinces have a committee and local committees below this level; the leadership at both levels were subsequently equipped with basic skills for managing the affairs of their provinces and localities respectively. The plan is to increase the level of such knowledge and skills at these levels, as well as at the national level, during the year 2006. In addition, there is a plan to increase the number of local committees around the provinces so that service volunteer needs to travel unreasonable distances to their target community.

Senior management.

- The support also included human resources development initiatives targeting the only two members of staff in the national society at the time. The relatively new Secretary General benefited from both informal orientation through on the job coaching as well as formal orientation through nomination and subsequent participation in the leadership development course run jointly by the Federation and the International Committee of the Red Cross (ICRC) Secretariat in Geneva. He successfully completed the first part of the training and has been nominated for the follow up training course. Likewise, the newly appointed branch coordinator benefited from on-the-job coaching and informal in-service training provided by the in-country OD delegate.
- For the first time in many years, the national society has a solid foundation on which to build sound management structures and systems at both the headquarters and branch levels.

Objective 2: Growth and development of the branches to a level where the presence of the Red Cross is known and felt by both public authorities, grassroots communities at large and potential partners.

Progress/Achievements

Membership and volunteer corps.

- The national society launched a structured, targeted and aggressive information and dissemination campaign through the mass media for the general public, at formal seminars targeting selected sectors of urban communities and mass community social mobilization at the grassroots level. At the grassroots level, such community social mobilization was facilitated by equipping provincial and local committee leadership with basic communications skills as well as identifying and appointing focal points for the purpose.
- As for the communities, the sudden increase of the membership and rekindling of the community spirit demonstrates the impact that these activities have had on the community. An interesting highlight is a local committee which organized a relief operation in which each household of means was requested to make a donation in cash or kind (food commodities) for distribution to a neighbouring commune suffering from the

effects of a poor harvest. The much publicized initiative and the way it was managed impressed the World Food Programme (WFP) so much that the national society was co-opted as a partner in a subsequent food distribution exercise in which the beneficiaries were an influx of refugees from neighbouring Rwanda a few months later. Noticing the confidence inspired in a sister UN agency, United Nations High Commissioner for Refugees (UNHCR) followed suit and invited the national society as a partner in general services to the said refugees. These initiatives illustrate partner confidence-building developments within the national society.

Presence at the grassroots level.

- The Burundi Red Cross is onto a good start with respect to re-establishing itself as a champion in people-to-people development which is what the Red Cross' Fundamental Principles of humanity and voluntary service are all about. As a result of the aggressive information dissemination as well as community social mobilisation, the national society witnessed record enthusiasm and motivation in Red Cross work as is evident in the re-emergence and establishment of local, small scale and self-initiated community services. This was appreciated by the public authorities so much that in the majority of provinces, provincial committees were offered the use of Provincial Administrator's boardroom as a venue for their monthly meetings.

Delivery of services.

- The adaptation of tools has yet to take place as well as the establishment of a structured community based first aid (CBFA) training programme. As at the end of August, the national society had only two staff members, the Secretary General and the branch coordinator.
- With respect to establishing communication systems (both hardware and software), preparatory work was ongoing at the time of writing, following an assessment mission by the Regional Delegation IT and telecoms delegate in June.

Cooperation relationships with Movement partners.

- The national society is trying to establish a system of regular technical, coordination and cooperation meetings with existing Movement partners even though with all the work involved in preparing for the General Assembly, it was not possible to convene during the second quarter. One bilateral partner, a potential partner, the Federation and ICRC were represented at the General Assembly.

Strategic partnerships

- Notwithstanding the fact that only one technical coordination meeting has been convened since the beginning of the year, initiatives embarked on at the local level earned the national society partnerships with both WFP and UNHCR albeit as a one-off arrangement. However, this is a good start towards establishing longer term strategic partnerships with the said UN agencies and many more in the future.

Constraints

- The national society effectively had only two full time officers, a situation which meant that there was a limit to how much they achieve between them with support from the ICRC information and communication, administration/finance and disaster management officers were recruited in September 2005. This should facilitate progress in management functions as well as in operations.
- Lack of own premises means that communication hardware and software cannot be installed in the branches. There is a limit to progress beyond this stage as the majority of provincial committees do not have their own office premises. Instead, they run their branches from the boardrooms of Provincial Administrators. Nevertheless, negotiations are under way in the provinces for the allocation of temporary office accommodation rather than merely a facility in which to hold meetings.
- There were pressing priorities for the national society which did not allow for the realisation of this important objective; this is an area which is going to receive priority in the year 2006.
- During the first phase of the programme of support, all activities had to be implemented within the shortest time possible in order to meet the deadline for convening a General Assembly. There is a need for consolidation to ensure internalisation of the ideals of the Red Cross, leadership skills and technical skills within the volunteer corps.
- As the convening of a General Assembly was the bone of contention within the membership, the national society had time constraints with respect to the proper orientation and training of particularly, the newly

elected leadership at both the provincial and local committee levels. All the same, such leadership development interventions are a major activity in the plan for 2006 and 2007.

KENYA

Operational developments

The Kenya Red Cross Society is implementing two Federation supported programmes namely, organizational development and health and care. It was also involved in a drought relief programme funded under an Emergency Appeal. The programme was to run from August 2004 to 28 February 2005. However, due to unforeseen delays in the start of the implementation date and the prolonged drought season, a three month extension was successfully negotiated with donors to 31 May 2005.

There was no response to the Federation appeal to the health and care programme for the year 2005. However, a number of components of the programme are supported bilaterally by the Norwegian, French and German Red Cross Societies, amongst other major players. Support channelled through the Federation was mainly from Nestle under a global agreement which ended in 2004. In addition, emergency programming during the intervening period affected the programme's implementation rate, which had a 45% balance from the Nestle contribution for 2004; this, coupled with bilateral support, should see the national society implementing all the activities planned for the year 2005.

The organizational development programme for 2005 also received no response. However, it was supported through both the Swedish and the Norwegian Red Cross Societies branch development activities as well as the Swedish Red Cross-supported regional twinning, integrated local capacity building project in which Kenya is a major player, and the Lake Victoria Project (LVP) initiatives the latter of which involves Kenya, Tanzania and Uganda, with the Federation providing complementary technical support services.

Debate on the revised draft constitution raged on throughout the first half of the year on the degree of power vested in the presidency; it was not until August 2005 that the final document was released to the public. A referendum on the document is scheduled for 21 November 2005.

In the Eastern and Coast provinces, hopes for a quick recovery from a period of drought in the latter half of last year fell early this year with poor short rains in December 2005. Sporadic tribal clashes over water and grazing land in the north western part of the country continued throughout the period, and in one incident, the number of fatalities was reported to be over 100.

Health and care

Goal : To improve the general health of the population by supporting communities to assume responsibility for their own health using ARCHI 2010 as the reference point in collaboration with the Ministry of Health.

Objective: To reduce the prevalence and impact of HIV/Aids in the general population through awareness-raising campaigns, behavioural change communication and community support to PLWHA.

Progress/Achievements

Implementation of Kenya Red Cross Society HIV/Aids 2003-2007 Strategy.

- World Red Cross Day celebrations provided an opportunity to disseminate IEC messages on HIV/Aids where peer educators reached out to communities through drama and video shows targeting in and out of school youths as well as the general public.
- Collaboration with churches and mosques continued and this has proved an effective avenue for reaching out to more people given the respect the leadership of these institutions command amongst their congregation.

HIV/Aids workplace activities.

- During the period under review, the workplace programme was consolidated with peer educators at the headquarters, intensifying their awareness and counseling activities and holding regular quarterly meetings to

review progress and challenges. The activities of peer educators in commercial institutions trained by the national society were regularly monitored and technical support provided in the various activities when necessary.

- Staff, volunteers and visitors to the national society continued to have free access to both IEC materials and condoms since these are readily available at the national society's headquarters reception area and the washrooms.

Peer education activities for in and out of school youth.

- Peer Educator training activities continued during the six month period ending 30 June 2005. The activities were strengthened by training in project proposal writing for 15 youths in Meru and in particular, in respect of income generating activities (IGAs) to get them started on building future sustainability. In Uasin Gishu, 37 youths were trained in theatre skills to enhance information, education and communication (IEC) activities through drama while another 33 were trained in basic counseling skills. In order to strengthen knowledge sharing, the youth journal was produced and distributed in Karen and Garissa branches while a Youth Reflection Day saw 15 youths from across the country attend the event hosted by Karen branch. Karen-Langata branch also hosted 22 participants from 11 schools for a retreat to review progress and challenges. School club patrons were active throughout the period supporting their clubs, interesting and recruiting their colleagues to this noble cause.

Family health and home-based care activities.

- This component is being implemented in a number of districts under bilateral arrangements with various partners (except Mombasa). In the four locations in which it is being implemented by Mombasa branch with Federation support, the programme continued to provide vital services to clients whose number increased by 35 during the period under review.

Improving access to treatment (ARVs).

- The national society's proposal for the access to treatment component successfully went through with the Swiss Foundation in collaboration with the Swiss Red Cross. However, due to delays in securing funding, by the time it eventually became available, the target area was already fully covered by MSF France. The agency had since established a health centre complemented by outreach services. Discussions are under way as to how best Kenya Red Cross Society can complement the work being carried out by Médecins Sans Frontières (MSF) France.

Impact

- The national society is increasingly being recognized as a champion in work place interventions and having had a modest start in extending the service to the commercial sector, the number of clients has been steadily growing. Commercial concerns have to pay for this service thus the national society has established another avenue through which it is generating income. At the same time, the national society is making a contribution to the fight against the pandemic by indirectly reaching sectors of the community which would have been difficult to reach directly.
- Kenya Red Cross Society staff are increasingly internalizing the concept that curbing the pandemic is everybody's business and not confined only to the HIV/Aids programme staff and peer educators. This is evident in the fact that on a number of occasions, referral of colleagues identified as requiring assistance has often been made to staffs who are neither programme staff nor peer educators.
- It has been reported that HIV/Aids is increasingly and openly talked about within communities including being cited as the cause of death. The national society is commanding increasing confidence amongst religious groups including Muslims and Catholics. More and more communities and especially the traditionally conservative Muslim ones are opening up and even inviting peer educator teams to come and give talks in mosques.
- It is indeed difficult to scientifically quantify the Kenya Red Cross Society contribution to improvements in knowledge and awareness of HIV/Aids amongst the youth in Kenya. This notwithstanding, the increase in the membership of school and out-of-school youth clubs, that of their corresponding adult patrons and the expansion of the variety and scope of activities since the programme was first launched demonstrates growing interest amongst these categories. Such an interest in turn points to a situation in which youths are

increasingly choosing to spend their pastime engaging in activities which contribute to their development into responsible adults, rather than spending time in anti-social and dangerous activities.

- The programme is contributing to improvements in the quality of life amongst both the clients themselves and their families. One such case was witnessed where a client, who had given up the will to live but through support and encouragement from the programme, started using his old skills and was once more in a position to provide for his family from income generated from a home industry venture.

Constraints

- The national society was involved in a number of emergency interventions amongst which were floods in western province and tribal clashes in the north western province which meant that the priority for administration support services was on these emergencies rather than ongoing programmes.

Organizational development

Goal: The capacity of the Kenya Red Cross to respond to the needs of the most vulnerable within communities in a timely, effective, efficient, appropriate and coordinated manner and in accordance with Strategy 2010 is strengthened.

Objective: To improve the capacity of the Kenya Red Cross to provide timely and qualitative support to the most vulnerable through adequate human and financial resources both at headquarters and branch levels in accordance with the fundamental principles and values of the International Red Cross Red Crescent Movement.

Progress/Achievements

Policies, strategies and guidelines.

- The national society made a firm decision to decentralise programme management during the period, and to make monitoring and supervision more effective. Regional offices are going to be established to bring monitoring and supervision services closer to the operational or branch level, starting with four regional offices and rolling the concept out to the rest of the country with time. The Federation is supportive of the initiative and has included it in the appeal for the year 2006-7.

Cooperation within the eastern Africa region

- The sub-regional office participated in the annual self-review LVP meetings in Kenya and Uganda. It is apparent that, with respect to branch development the LVP is working in Kenya. This was witnessed by the deputy Secretary General and the OD Director of the Swedish Red Cross who attended the Kenya self-review meeting. The participants, representing all three countries who share the Lake Victoria marine border, openly cited their own weaknesses as well as praises due for achievements made during the period under review.

Impact

- An increase in management capacity because of the demonstrated ability to make an objective self-assessment of performance.

Constraints

- The decentralisation decision was made well into the year 2005, thus making it too late to get partners to commit to the concept in funding terms.
- The LVP was late in starting due to delays in the transfer of funds from the Swedish Red Cross; there were also delays in the transfer of funds internally, from the national headquarters to the participating branches.

RWANDA

Operational developments

The national society has been implementing ongoing Federation-supported programmes for the past 10 years namely, organisational development, health and care and disaster management and continues to do so. In addition, it has a number of bilaterally supported programmes in which the partners are mainly, the Norwegian, German, Spanish and Belgian Red Cross Societies.

In order to scale up activities for the reduction of malaria prevalence component, a project proposal which targets infants up to the age of 23 months and pregnant women in Umutara was developed and submitted to the German Red Cross. Budget of the project is approximately USD 79,557.

The HIV/Aids component of the health and care programme was evaluated in May since the year 2005 marked the end of a project cycle. The recommendations made are going to be a major agenda item at the forthcoming partnership meeting.

The disaster management (DM) programme is supported by the Norwegian and the British Red Cross Societies and DFID through the Federation, and bilaterally by the German Red Cross. It also enjoys support from the Ministry of Health.

An evaluation of the OD programme was carried out in June/July. The report was shared with major stakeholders and the recommendations will be an agenda item at the forthcoming partnership meeting at which the national society will be able to share and solicit ideas from partners on how best to strengthen the management of this programme in the next three years.

During the period under review, there was a change in the top management. The former Secretary General left his position in mid-July and an acting Secretary General was subsequently appointed. It is planned that once a new one is appointed, there will be some changes in the structure of the national society secretariat which will mean a need for an aggressive staff reorientation/staff development programme to support staff in what may be altered roles and responsibilities.

Formal and informal trials of genocide suspects continue in Arusha and through the traditional “*gacaca*” courts. However, it has been reported that Hutu rebels continue with their insurgency activities, launching guerrilla attacks from bases in the Democratic Republic of Congo (DRC). This has been a source of tension between the two countries and the situation has been compounded by a report by Amnesty International published in the middle of this year which alleged that Rwanda and Uganda were supplying arms to rebel groups carrying out insurgency activities from bases in Eastern DRC. Despite these political developments, Rwanda continues with its efforts to rebuild peace, with some of her people slowly returning home from refugee camps in the DRC and Uganda. Rwanda was a beneficiary of the debt relief initiative of the G8 group of donor countries during the first round of the initiative.

Health and care

Goal : To improve the general health of the population by supporting communities to assume responsibility for their own health using ARCHI 2010 as the reference point in collaboration with the Ministry of Health.

Objective: Rwandan Red Cross contributes towards improving the general health of the population by building the capacity of the communities (using the ARCHI 2010 approach) to take charge of their major health problems.

Progress/Achievements

Community- based first aid (CBFA).

- During the reporting period, 123 volunteers were trained in CBFA around the provinces with support from the Ministry of Health. Of this number, 42 volunteers from 5 districts of Kigali Central province underwent intensive training in first aid training in anticipation of large crowds expected to participate in the marking of the Genocide Anniversary in April.
- The training of volunteers in primary health care activities continued particularly targeting the local committee level. To this effect, a total of 226 volunteers underwent training in Gikongoro province. In Butare and Cyangungu, a total of 65 and 70 volunteers respectively received similar training.
- The national society participated in a workshop organized by public authorities in four provinces (Kigali City, Kibungo, Gitarama, and Gikongoro) to discuss the planned decentralisation of health services over a five year period. The objective of the decentralization plan is to improve access to and the quality of primary health

care services at the community level and in particular, reproductive health including family planning, child health, mitigation against malaria and improving the nutritional status of infants. The decision to invite stakeholders such as the Rwanda Red Cross was to explore the possibility of involving them in the initiative by integrating these components of health care into their ongoing community based activities.

- A total of 350 volunteers and 350 youths in Kibungo were trained in community based first aid. They have since been active in community based health education campaigns in six of the ten committees in the province thereby contributing to knowledge on the cause and effect of disease within communities.

Malaria.

- Trained volunteers were active during the period sensitising communities on protective measures against malaria, particularly in Gisenyi. Volunteers managed to sell 4,200 treated bed nets during the period.
- Construction of a kiosk for selling mosquito nets is on schedule with work on the roof at an advanced stage. However, supplementary funds will be required for the final stages of the construction.

HIV/AIDS.

- In Kibungo, PLWHA support groups continued to be active in peer support and income generating activities; with respect to the latter, goat rearing and tannery projects were reported to be doing particularly well. This is attributed to the close follow up and monitoring of their activities. The total membership of the support groups is 539 distributed amongst eleven such groups.
- In Gitarama, home based care activities continued in two districts in close collaboration with district health authorities. The partnership is working well; the authorities actively participate in the identification of beneficiaries, the training of care givers, the provision of technical support, and advocating for improvements in the quality of life of PLWHA by amongst other things, identifying those who qualify for food aid from World Food Programme.
- Home based care volunteers held regular joint meetings with PLWHA to review progress as well as identify new challenges with respect to both care activities and income generating projects. This approach has proved effective as the beneficiaries are directly involved in making decisions that affect their welfare.
- Progress on the construction of the Gitarama office is on course with close follow up from the headquarters, while in Gikongoro, 110 volunteers jointly with local authorities carried out a needs assessment as a first step towards the development of a project proposal to be submitted to WFP in respect of food aid for PLWHA and orphans. The activities of support groups including micro projects were closely followed up and volunteers were active in advocacy work resulting in successful interventions in eleven households in which cases of stigmatization had been reported.
- A workshop in collaboration with WFP was organized to harmonise criteria for qualification for food aid and data capturing of potential beneficiaries, and to develop index cards for food distribution intervention. This process has facilitated smoother collaboration than in the past.
- In Kibungo, Kibuye, Gisenyi and Umtata volunteers held regular meetings to review progress and identify new challenges and were active in IEC activities including the promotion of voluntary testing and promoting the community spirit. Amongst the IEC activities were the organization of theatre, drama and traditional dance competitions conveying behavioural change messages. The steady increase in audiences as the theatre season progressed implied that more people were reached through an innovative dissemination tactic.
- Joint meetings of PLWHA support groups were regularly convened to facilitate their participation in decisions that affect their welfare and that of their families. Support group members and their families benefited from material support in the form of household items as well as food aid from WFP following an identification exercise in which the criteria jointly developed by the national society and WFP was used. Support groups involved in income generating projects also received material and technical support to facilitate progress in these projects.

Blood donors.

- Blood donor promotion and recruitment activities continued throughout the period. The target was all the districts of Ruhengeri province as well as five secondary schools in Kigali. In addition, National Blood Donor Day was celebrated in pomp in three selected provinces (Kigali, Butare and Ruhengeri) in June. The

occasion was marked by the recognition of the institutions and 3,000 donors who support the programme as well as the recruitment of potential donors.

Water-borne diseases.

- In Cyangungu province, volunteers actively engaged communities in hygiene promotion through PHAST activities in collaboration with local health authorities.

Impact

- The interventions implemented by the national society during the period made a contribution to improvements in the quality of life for PLWHA and their families. This is evident from the fact that PLWHA actively participated in decision making processes that affect their lives during the period.
- This clearly demonstrates an increase in knowledge on protective measures against malaria within communities. This is attributable to the activities of volunteers specifically trained for this aspect of health work, the local health authorities and the Mutual Insurance Company.
- The programme continues to make a contribution to blood stock levels at the National Blood Bank.
- The interventions made a contribution to improving health conditions within communities through the provision of safe drinking water, latrines and garbage disposal facilities. The real challenge is to ensure that communities internalize the importance of these facilities to their health and welfare.
- In order to increase the number of beneficiaries in respect of access to safe drinking water, Gashonga District submitted a project proposal of RWF 50 million to the German Red Cross, while in Kibuye, the regional coordinator closely followed up hygiene promotion activities where tools (hoes, shovels, wheelbarrows etc.) were distributed to facilitate progress in sanitation activities and the province benefited from a donation of 5 bicycles to facilitate follow up of activities by volunteers at the local level.
- In Byumba, volunteers regularly engaged communities in environmental hygiene activities; the cleaning of public places was a major activity. As these clean ups were taking place, volunteers used the occasion to reach spectators who had come to witness the activities with health education talks and messages. 12 houses and corresponding latrine units were built for individuals without means and the local hospital provided water cleansing tablets for the households as they wait for a source of safe drinking water to be constructed. Byumba and Ruhengeri benefited from a total of ten bicycles between them, to facilitate follow up of activities by volunteers.
- The target of producing 1,000 sanplats for distribution in Gashonga district was realized by 82% (820) and these were subsequently distributed in five communes. During the period, 373 garbage disposal pits, 215 dish drying racks and 80 family shower units were constructed. In addition, public toilets were also constructed for the rice growing communities in Bugarama. The 6 stages of PHAST involving 20 trainers and 600 service volunteers in Kibuye were completed.

Constraints

- A major constraint during the period was delay in the transfer of funds, attributed to the Secretariat policy of zero deficits on pledge management notes. This effectively meant that the programme had no funds available and transfers could not be made.

Disaster management

Goal: To reduce vulnerability against rapid, slow onset and forgotten disasters within communities through effective prevention, preparedness and timely response interventions.

Objective: To improve the capacity of the Rwandan Red Cross to provide timely and effective response to disasters through adequate human and financial resources both at headquarters and branch level and in accordance with the fundamental principles and values of the Movement; to improve branch and headquarters capacity for disaster prevention, preparedness, response and collaboration with the government of Rwanda.

Progress/Achievements

Implementation of Rwanda Red Cross Society prevention, preparedness and risk reduction strategy.

- During the period under review, to strengthen prevention, preparedness and risk reduction activities, 93 volunteers from branches in which communities are vulnerable to volcanic eruptions (Mt. Nyiragongo) were trained in community sensitization on pollutant gas hazards, preparedness and evacuation techniques with technical support from the Nyiragongo Volcanic Observatory. The distribution of the 93 trainees was as follows: Gisenyi, 54; Kibuye, 17 and Ruhengeri, 22.
- Preparedness activities for population movement emergencies due to conflict and/or natural disasters (notably floods) both of which pose a threat to communities in the south western, south and eastern Rwanda were carried out through training of 10 volunteers from each of the four provinces of Cyangugu, Kibungo, Butare and Gikongoro. These provinces share a common border with the Democratic Republic of Congo, Burundi and Tanzania. The training included modules on humanitarian principles, psychosocial support and camp management. A code of conduct for volunteers working in conflict situations was subsequently developed and has since been distributed around the provinces.
- The trained volunteers have since been active within communities carrying out sensitisation and preparedness campaigns as well as conducting evacuation drills. In addition, each province has relief stocks to cater for 100 families in a population movement emergency.
- To facilitate coordination, the national society continued to attend and actively participate in the Disaster Management Task Force monthly meetings which are chaired by the Government of Rwanda at both the central and provincial levels and of which UN agencies and NGOs are members. A major priority of the task force during the period under review was preparations for the voluntary repatriation of an approximated 20,000 Rwandans currently living in Tanzania. Discussions of the task force also addressed the repatriation of Congolese ex-servicemen currently hosted by Rwanda in Cyangugu and Butare. The active participation of the national society in the task force is enhancing its image as a major player in humanitarian affairs in Rwanda and a committed auxiliary to public authorities.

Food security early warning system.

- The national society was also actively engaged in food security interventions during the period; a vulnerability capacity assessment (VCA) carried out in Butare province revealed a combination of soil erosion and reduced land carrying capacity as a major factor in the reduction in soil fertility. Malaria and HIV/Aids were identified as secondary factors. In response to the situation, the national society came up with a plan for a rotating fund in respect of reforestation and small scale live-stock projects which will benefit 200 families to begin with. The plan was widely distributed and accepted, and the beneficiaries of the livestock project will be contributing RWF 400 each towards the project.
- For the reforestation project which will be implemented with technical support from public authorities in the district of Nyakizu, planned activities include providing communities with seedlings of a variety of both indigenous and exotic species of trees to get them started. Both initiatives should see communities making a contribution to their environment with respect to food security in the future at the same time as improving individual household socioeconomic security through the animal husbandry initiative.

Capacity to respond to disasters.

- While the establishment of Emergency Brigades at the district level continues, Emergency Brigades were active in various community activities during the period, carrying out minor relief operations and engaging communities in IEC activities in respect of threats and hazards in their environment. To further strengthen their activities, 20 Emergency Brigade activists in two districts in Byumba province (Bungwe and Ngarama) underwent training in Preparedness and response interventions particularly targeting common threats and hazards in the communities they serve notably, floods and population movements. A similar training exercise targeting 20 volunteers is planned for Umutara before the end of the third quarter.
- Emergency Brigades were also active in providing first aid services at public events including a games tournament of the Central African countries, National Tax Payers' Day, Women's Day and a national rugby tournament.

Constraints

- The work of the Emergency Brigades was limited in many situations due to lack of the necessary tools to facilitate their work.

Organizational development

Goal: A national society characterised by good governance, and a strong and focused management and branches.

Objective: To build organizational capacity of Rwandan Red Cross at head office and branch level to develop its volunteers and prepare strategies for resource mobilization and good governance.

Progress/Achievements

Good governance, decentralisation and management training.

- During the period the target areas for this exercise were Rushaki, Humure, and Rebero branches (Byumba province); and Cyarubare and Muhazi branches (Kibungo Province). They were successfully restructured by the creation of sector committees and new administrative arrangements that require a staff member to report to the next highest, through to the highest level in the chain of command.
- Regional coordinators held a series of meetings in Butare, Cyangugu and Gikongoro to engage the committees of the respective provinces in dialogue on the benefits of the planned restructuring of their levels with a view to serving communities better. Similar meetings took place in Gisenyi, Ruhengeri and Kibuye provinces during which the example of the successful setting up of committees at the sector level in Gitarama was used to demonstrate the desirability of such restructuring. To this effect, two local committees (Kicukiro and Gikondo) and a number of sector committees were restructured in Kigali Central province.
- Two sector committees in Gitarama Province (Kamonyi and Gitarama city) benefited from training to enhance their leadership and operational skills. It is too early to measure the impact of such training. Construction work on the Gitarama provincial office is progressing according to schedule with responsibility for the management of finances and materials firmly in the hands of the provincial and local committees. The committees also administer operational funds for the entire province including allowances for volunteer focal points.

Progress/Achievements

Formation of youth groups.

- Financial disbursements were made to the provinces to facilitate the setting up of youth clubs in schools where these do not yet exist and to organize their training in the various activities of the national society. Youths are valued as they are considered the flag bearers of the national society in the future with respect to leadership and membership.

Professional management of volunteers.

- With respect to membership and volunteer management, whereas in the past all records were kept at the headquarters, the management of these resources has been decentralized and the master records are now kept at the local and district levels, with the headquarters only being the custodian of a summary thereof. Such a system should see the operational levels empowered to make timely and informed decisions on leadership, volunteer commitment and deployment, and human resources development by accurately identifying those in which it is worthwhile making an investment with respect to higher level training and exposure to widen their scope of leadership and operational skills.

Training on the Red Cross Movement and good governance.

- The Rwanda Red Cross disaster management officer was seconded to the Regional Delegation for a period of two months and the HIV/Aids officer went on a study visit to the Kenya Red Cross to learn the modalities of programme development and implementation, of the access to treatment programme as part of a staff development programme.
- The national society successfully hosted the annual Integrated Local Capacity Building Forum which enabled more of its staff to participate thereby benefiting from knowledge sharing and the exchange of ideas on this important dimension of Red Cross work. All four regional coordinators as well as a number of headquarters staff participated in the event.

Impact

- Such sensitisation is gradually getting provinces to appreciate and commit to the desirability of restructuring and decentralisation. Management capacity in the provincial and local committees has been demonstrated.
- The national society benefited with respect to staff development.

Constraints

- There were delays in the transfer of funds in the first quarter due to the policy of zero tolerance on programme deficits.

TANZANIA**Operational developments**

The national society joined the East Africa sub-regional administrative structure during the first quarter of 2005. For two years prior to this development, there had not been any Federation supported programmes. Tanzania was one of three mainland Eastern African countries directly affected by the Tsunami and was second after Somalia in terms of the impact even though this was nowhere near the degree to which Asian countries were affected. Accordingly, the national society was one of four priority countries identified for the post-tsunami preparedness programme. The activities pertain to health and care in emergencies and disaster management. As it took a long time before all the planning and procedures were concluded to this effect, implementation of activities is just beginning at the time of writing.

The national society continued to implement traditional activities in health and care with support from the American and Spanish Red Cross in the refugee camps, and the German Red Cross, and the Ministry of Health in partnership with CARE (USA) for activities in the general population. Disaster preparedness is supported by the German and Swedish Red Cross, the latter of which is through the Lake Victoria Project (LVP), as well as the International Committee of the Red Cross (ICRC) in particular in the civil strife-prone island of Zanzibar. ICRC also supports the principles and values programme. Organizational development is supported by the Swedish Red Cross through twinning arrangements as well as through the LVP.

Despite the fact that none of the ongoing programmes are supported through the Federation, technical support was regularly provided at either the request of the national society or jointly by the national society and its respective partner. The programmes are reported to be doing well in terms of reaching out to vulnerable communities and making a contribution to providing services that these communities would otherwise have difficulties in accessing.

The national society has been included in the Federation 2006-2007 Annual Appeal in respect of an OD programme involving decentralisation, given the size of the country and difficulties in accessing some of the branches for technical support, monitoring and supervision by the headquarters.

The sitting President's second 5-year term ends in October, and the ruling party is likely to be returned. However, the country's semi-autonomous territorial island outposts of Zanzibar and Pemba have traditionally erupted in pre and post election violence. Such a development cannot be ruled out this time round.

UGANDA**Operational development**

There was no response to the 2005 appeal in respect of the OD programme, which, nevertheless, is funded through bilateral arrangements with the Federation providing complementary technical support services. The bilateral partners are the Swedish and the Norwegian Red Cross Societies.

Ugandans went to the polls to decide on the future of the country's political system through amendments to the constitution which would abolish the Movement system (in which individuals stand for office *ad personum*) in favour of a multiparty system. At the time of report, the results of the referendum, an overwhelming "yes" vote was still the subject of signing off by the incumbent.

The Lord's Resistance Army continues with its activities in northern Uganda with children bearing the brunt of the war; abductions and child soldiering remain common. Many children from targeted communities have resorted to

what is popularly referred to as “commuting” whereby they flee their villages at night for the safety of towns and return home in the morning.

The Global Fund to fight AIDS, tuberculosis and malaria announced a suspension of all its grants to Uganda due to alleged serious mismanagement of funds. The suspension is likely to have a negative impact on individuals who were benefiting from improved access to anti-retroviral drugs.

Organizational development

Goal: The capacity of the Uganda Red Cross to respond to the needs of the most vulnerable within communities in a timely, effective, efficient, appropriate and coordinated manner and in accordance with Strategy 2010 is strengthened.

Objective: To improve the capacity of the Uganda Red Cross both at headquarter and branches to provide timely and effective response during disasters through adequate human and financial resources while upholding the fundamental principles and values of the Movement.

Progress/Achievements

Organizational development capacity.

- There are plans to embark on a decentralisation programme, starting with four pilot regional offices to begin with, and rolling the concept to the rest of the country in time, to make for more effective provision of technical support and closer monitoring and supervision of the branches. The concept paper was at an advanced stage of discussion at the time of report. The Federation is supportive of the initiative and has included it in the appeal for the year 2006-7.
- The national society has a system of classifying branches according to their capacity. This is a very innovative way of motivating them to do well in terms of the management of the affairs of their branches including local resource mobilisation. A higher classification has corresponding benefits including a higher grading of staff and related benefits. During the period, a few branches were elevated to a higher status.
- Governance continued to function well with the board regularly meeting to review policies and make critical decisions to move the national society forward. As at the time of reporting, the board was busy doing the groundwork for the recruitment of a new Secretary General following the departure of the former incumbent on a Federation mission to the Harare regional delegation.

Management of complex emergencies.

- The logistics officer benefited from a regional training workshop organized and run by the regional delegation’s logistics unit. The impact of this refresher course will become evident in the coming months, as the national society has just embarked on disaster management component which involves procurement of relief stocks.

National ICT policy and practice.

- The national society is due for a Federation assessment mission in respect of in-country information and communication technology (ICT) supporting infrastructure with a view to strengthening this aspect of capacity.

Cross-border cooperation within the eastern Africa region.

- An internal review of progress by branches involved in the Lake Victoria Project took place at the end of August, and was attended by the HoSO and the OD director of the Tanzania Red Cross.

Impact

- The internal review process is a very healthy development which points to an increase in capacity because of the demonstrated ability to make an objective self-assessment of performance

Constraints

- Discussions on the decentralisation process have taken long, given that the study visit to Zimbabwe was made at the end of 2004. However, the priority for the board is to appoint a new Secretary General before the end of the year.
- The LVP was late in starting due to delays in the transfer of funds.

Coordination, cooperation and strategic partnerships

Goal: The sub-regional office leads and facilitates the processes through which the Federation adapts its FoF model and functions in order to effectively respond to current and long-term trends in the environment and provides sustainable, responsive and focused programming and services that meet the needs of the membership and the communities served.

Objective: National societies are supported in realising their commitment towards change and innovation leading to better support to capacity-building, effective disaster response and improved coordination and integration of Federation's initiatives into sub-regional and country-level planning and strategies in the delivery of essential services to vulnerable communities.

Progress/Achievements

Development and updating of the CAS and provision of coordination services.

- Following a joint mission to the Tanzania Red Cross by the HoSO and the regional programme coordinator (who was previously responsible for the Tanzania Red Cross portfolio), the national society is reflecting on the idea of developing a cooperation agreement strategy (CAS) by the end of 2006. The process will be preceded by a revision of the national society's current strategic plan and all the necessary technical support is being availed by the sub-regional office.
- The sub-regional office continued to play its role as the focal point for Federation technical support for ongoing programmes and emergency/disaster relief interventions. To this effect, a recently concluded drought relief programme in Kenya received support from the technical department of the Nairobi regional delegation. The same support was availed to Kenya, Tanzania and Uganda in respect of emergency situations pertaining to floods, civil unrest and refugee influx situations respectively in which between the three national societies, four applications to the DREF successfully went through.
- All five national societies in the sub-region will be implementing preparedness activities in respect of health and care, and disaster management. Planning meetings were convened and they all produced their individual country plans in a timely manner; as at the time of reporting they were starting to implement the activities.
- The health and care, and organisational development programmes in Rwanda underwent evaluations with support from the Federation in terms of identifying and commissioning the evaluation teams. Both evaluations were successfully carried out and came out with sound recommendations. However, given the abrupt changes in the top management, the national society has not been able to act on the recommendations. They were advised and agreed to make the evaluation reports a major partnership meeting agenda item since they are both externally funded and the partners funding them will be represented at the meeting.

Dissemination of Federation policies and strategies and knowledge sharing.

- In accordance with the goal of continually adapting its model and functions to improve services to the membership and communities served, a decision was taken to close down the base office of the sub-region in Kampala and its extensions in Rwanda and Tanzania. At the time of writing, the Kampala and Dar-es-Salaam offices had closed down completely with the office in Kigali due to close at the end of September. Such a move which was taken at the request of the member national societies should facilitate better and equitable access to the services of the sub regional office from its new central base in Nairobi.
- Through support from the Federation, Burundi is on its way towards re-establishing itself as a well functioning national society. A General Assembly was successfully convened in May and a Committee on Statutes appointed to revise the controversial document. The committee successfully completed its work and at the time of report, the board was about to send the document to the Joint Commission on Statutes for a second opinion before ratifying the document which is likely to take place at the next General Assembly in May 2006.

- National societies continued to be encouraged and supported in making their own dutiful contribution to strengthening intra-regional cooperation and collaboration through actively participating in RC-Net activities at both the leadership and technical levels. A meeting for both governance and management is planned towards the end of October to prepare them for the upcoming statutory meetings, which will be the first time for some, as part of on-going leadership development.

Effective use of sub-regional office resources and competencies.

- When the looming management crisis in Rwanda finally came to the surface, the leadership was supported in arriving at decisions on how to handle the matter in a situation which the then Secretary General was reported to be seeking redress. Technical support continues to be provided to the acting Secretary General, who is coping well with the added responsibilities. Discussions on the posting of a delegate for a limited period to support programmes staff and thus create time for the acting Secretary General to concentrate on the chief executive function were under way at the time of reporting.
- In Uganda, the national society has invited the Federation to participate in the process leading to the appointment of a new Secretary General. At the time of writing the HoSO had made a contribution to the process by sharing with them a draft of what a new job description for the position might look like. The process is on course with deadlines for the various stages being diligently met.

Constraints

- The sub-regional office had an acting HoSO for close to a year and while the then incumbent was subsequently appointed to the post, there was a limit to new initiatives she could embark on during the interim period.

Representation

Goal: The influence of the Federation on the humanitarian agenda and its profile in carefully targeted international organizations and fora is increased through advocacy initiatives in four core areas (disaster preparedness/risk reduction; HIV/Aids including advocacy for reducing discrimination and stigma, and promotion of Movement principles and humanitarian values).

Objectives: The Federation is appreciated as a partner in both development and disaster response and preparedness.

Progress/Achievements

Representation

- During visits to the national societies contacts were made with important stakeholders. Amongst these were visits to World Food Programme (WFP), the United Nations Children's Fund (UNICEF), the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Development Fund for Women (UNIFEM) in Burundi which were reported to be taking an increasing interest in the national society. In Uganda, two UNOCHA coordination meetings and a donor forum on northern Uganda were attended while in Kenya, the HoSO participated in the UN Consolidated Appeal Process for East Africa and the Great Lakes. In Rwanda, there was no opportunity to visit potential partners because of the management crisis that the Secretary General was preoccupied with. During the maiden visit to Tanzania in June, the priority was to sit down with the national society to map out the way forward as well start the process of closing down the delegation field office.

Impact

- The Burundi Red Cross is increasingly being recognised as a potential partner amongst Bujumbura-based international agencies.

Constraints

- Given the increase in the number of national societies making up the constituency coupled with the fact that a major priority during the period was the closing down of the base office in Uganda and its field extensions in Rwanda and Tanzania, representation activities were few.

Field management

Goal: Member national societies are adequately served with respect to support to governance, management and technical support for the operational levels to facilitate growth and development.

Objective: The sub-regional office has structures and systems in place to ensure that member national society are provided with well coordinated, efficient and effective support and in accordance with Federation standards.

Progress/Achievements

Capacity building support

- Federation standard procedures in respect of the closing down of the Kampala office and its outposts have been diligently followed in respect of both material asset disposal and the closing down of bank accounts. Staff in the two offices which have closed down were supported in finding alternative employment with two out of three being retained within the Movement and the third securing employment outside the Movement. The incumbent in Rwanda will be absorbed by the national society.
- To fill in the gap created by the sub-regional office staff whose services had to be terminated with the closure of the offices, an assistant was recruited locally in Nairobi to ensure continuity of the work of the office when the HoSO is away on mission. There are plans to recruit a finance officer at the beginning of 2006 in the face of an increase of Federation supported programmes.
- With a more central location in Nairobi, all the national societies now have easy and equal access to the services offered by the sub-regional office. Coordination of technical support from the regional delegation's technical departments will also be easier and more timely.

[Contributions list below; click here to return to the title page and contact information.](#)

East Africa Sub-Regional

ANNEX 1

APPEAL No. 05AA004

PLEDGES RECEIVED

07/02/2006

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL CHF ----->				2,624,305	TOTAL COVERAGE 68.9%	
OPENING BALANCE				616,726		
BRITISH - RC		35,000	GBP	76,335	02.02.05	RWANDA, ORGANISATIONAL DEVELOPMENT, HEALTH PROGRAMME
BRITISH - GOVT/DIFD GRANT				118,000	01.01.05	DISASTER MANAGEMENT, HEALTH
BRITISH - GOVT/DIFD GRANT				36,000	01.01.05	ORGANISATIONAL DEVELOPMENT
FINNISH - GOVT/RC		1,947	EUR	3,013	11.11.05	NS PARTICIPATION FUNDS
NORWEGIAN - GOVT/RC		2,190,000	NOK	424,860	17.01.05	ORGANISATIONAL DEVELOPMENT, HEALTH HIV/AIDS
NORWEGIAN - GOVT/RC		100,000	NOK	18,900	27.04.05	ORGANISATIONAL DEVELOPMENT
SINGAPORE - RC		242,737	USD	302,377	13.06.05	RWANDA: CONSTRUCTION WAREHOUSE
SWEDISH - GOVT		215,000	SEK	36,765	31.01.05	HEAD SUB-REGIONAL ORGANISATIONAL DEVELOPMENT IN KENYA AND UGANDA
CAPACITY BUILDING FUND				80,111	28.02.05	RWANDA
CAPACITY BUILDING FUND				43,275	28.02.05	UGANDA
SUB/TOTAL RECEIVED IN CASH				1,807,662	CHF	68.9%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	