

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

KENYA

Appeal no. 01.06/2003

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	2003 (In CHF)	2004 ² (In CHF)
1. Organizational Development	211,021	225,000
Total	211,021¹	225,000

Introduction

Kenya is going for elections for a new president replacing Daniel Moi, who has governed Kenya since 1978. The political unrest has dominated the country through the year and tensions have increased with ethnic violence and clashes. A main challenge for the new Kenyan government will be to restore relations with international donors and Bretton Woods institutions, which have cut foreign aid to Kenya as a result of the unstable political environment. Kenya Red Cross has undergone a restructuring and an organisational change process and the society has managed to rebuild its image after a period of internal difficulties. The main challenge for the society is to consolidate the progress already achieved, for at the same time expand the network of active and well functioning branches contributing to the national society vision of being the leading humanitarian organisation in country delivering excellent quality service to prevent or/and alleviate suffering of the most vulnerable. The national society has developed a strategic development plan covering 2003-05. The Federation Secretariat assisted this year the national society in its organisational development and capacity activities, in development of the HIV/Aids strategic plan and provision of assistance to the home based care program for People Living With Aids. The Federation supported the service provision in relation to the Kenya Floods appeal and water and sanitation programs in relations to Internally Displaced People.

National Context

The uncertainty surrounding Kenya's forthcoming elections (to be held by the end of 2002) dominate the country's political agenda and international relations. President Moi is barred from running in the election since he has already served two terms. However, his endorsement of the relatively inexperienced Uhuru Kenyatta as the presidential candidate for the ruling party KANU has precipitated a crisis and created rifts within the party ranks. There was an upsurge in intertribal violence before the 1992 and the 1997 elections. Further clashes are considered almost inevitable and tensions will increase as the elections approach. The uncertainty surrounding the elections will therefore dominate the domestic policy in 2003.

International relations are expected to see Kenyan foreign policy mainly concerned with restoring relations with donors in the hope of eventual resumption of financial support. Although progress in a

¹ USD 143,195 or EUR 143,394.

² These are preliminary budget figures for 2004, and are subject to revision.

number of areas has improved, the Kenyan government still needs to work on the revised anti-corruption bills and make further progress with privatisation and civil service reform. Despite pressure from donors to combat corruption, Kenya is still perceived as one of the most corrupt places for business in the world. The Bretton Woods institutions are unlikely to resume relations with Kenya if the current political uncertainty persists.

Human Development Indicators at a Glance

	Kenya	Sub-Saharan Africa	World
Life expectancy at birth (years)	50.8	48.7	66.9
Adult literacy rate (% age 15 and above), 2000	82.4	61.5	~
Adult literacy rate (female as % of male), 2000	86	77	~
Combined primary, secondary and tertiary gross enrolment ratio (%), 1999	51	42	65
GDP per capita (PPP\$), 2000	1,022	1,690	7,446
People living with HIV/AIDS, adults (% age 15-49), 2001	15	9	1.2
Refugees (thousands), in/out, 2000	206/1	~	~

Source: UNDP HDR 2002

Kenya's population is estimated to be 28.7 million people and is heavily concentrated in the central and western regions with fertile agricultural land in the central highlands and sugar and tea producing regions in the west. 52.3% of the population lives below the poverty line while a wide income disparity exists with 20% of the population controlling 55% of the income and the poorest in the rural population receiving only 3.5% of the rural income base. At present 53% of the population have access to safe water. Despite a high government spending on education (8% of GDP) most indicators show a declining trend in educational standards with wide regional and gender disparities. These factors all feature high in the causes of morbidity and mortality.

The rapid spread of the HIV/AIDS in Kenya poses a great threat to the health of the nation and has very significant effects on the demographic composition of the population and on the social and economic front. It is estimated that more than 2.1 million people are infected with HIV/AIDS in Kenya. It is projected that Kenya will lose 20.2% of its workforce to the pandemic. The number of HIV/AIDS orphans is projected to exceed 1.5 million by the year 2005. While the extended family in Kenya has traditionally fostered orphaned children, their growing number has already overwhelmed this traditional care structure in the country. Many families have now had to bring up more numbers of children than they planned for, further stretching family resources. The continued rise in HIV infection rate puts an already stretched health care system under severe strain. The high cost of AIDS care and the loss of earnings for the patient's family reduces their ability to cover basic needs such as health care and education. The only good news is that anti-retroviral drugs are now available in the country.

National Society Priorities

The Kenya Red Cross Society, with its large network of branches and volunteers, is a key player in Kenya's attempts to reverse these severe trends that affect an increasing number of vulnerable people. The vision of the National Society is to be the leading humanitarian organisation in the country, delivering excellent quality service to prevent and/or alleviate the suffering of the most vulnerable.

At a Glance

	Year	Comment
Statutes	2000	Statutes first adopted 1966 latest revised 2000
National Disaster Plan	2001	Latest Version adopted in June 2001
National Development Plan	2002	Strategic development plan 2003-05 in final stage
CAS		To be finalised 2004
Self-Assessment	2002	Participation in self assessment 2001 and 2002
Elections	2002	General Assembly 2004
Yearly audit	2002	Comprehensive audit of 2001 accounts carried out first quarter 2002 per Federation standards

The Kenya Red Cross Society has a total of 50 branches at present. So far most of the branches have concentrated their activities on humanitarian and relief operations, although they run First Aid training activities to both the communities and commercial enterprises. There are no major or effective programmes on HIV/AIDS so far and it is only now that some branches have started thinking about initiating HIV/AIDS projects.

A number of the older and larger branches are very well established and have fixed assets that will ensure their sustainability. About half of members in most branches are active volunteers, most of them youth out of school looking for employment opportunities, and some are led by vibrant youthful committees full of ideas and energy. Their main activities are environmental conservation, community services, community training in First Aid, civic education and human rights, prevention of drug abuse, and relief operations. Branch activities include dissemination of the principles of Red Cross, disaster preparedness and response, Community and Commercial First Aid, women development activities, water and sanitation, protection of the environment, several street children programs, and in a few instances, fund raising programmes.

Kenya Red Cross Society has undergone a restructuring and an organisational change process within the last two years that saw a new organisational and salary structure introduced, and a down-sizing of staff. Better management, information and financial systems were also introduced. A General Assembly was held in 2002 in which a new Board was elected and training in good governance undertaken. The National Society has also managed to rebuild its image and attract new partners after a period of internal difficulties.

In pursuit of its vision of assisting vulnerable communities in line with the Federation's Strategy 2010, the Ouagadougou Declaration and the Government of Kenya development priorities, the Kenya Red Cross core areas of activity are in the field of Health, Disaster Management, Organisational Development, and Promotion of Humanitarian values. The National Society is presently finalising its 2003-2005 strategic plan. Detailed work plans for 2003 prepared in the logical framework approach with budgets are available for each programme area and will be presented to partners at the 2002 partnership meeting. Following the partnership meeting the National Society intends to prepare a Cooperation Agreement Strategy (CAS) document with technical assistance from the Federation.

Red Cross and Red Crescent Priorities

Kenya Red Cross has established development contracts with bilateral partners covering the major part of its priority areas for 2003 with the Norwegian, Spanish and French Red Cross Societies in Health, and with the Danish Red Cross in Disaster Management. Branch development and decentralisation under the National Society's Organisational Development department is supported by Swedish Red Cross and additional assistance is expected from the ICRC in collaboration with the Federation in the areas of conflict-related disaster preparedness, dissemination, tracing and reunification, and capacity building. The American Red Cross supported the National Society's mass measles immunisation campaign. Upon the request of the National Society, the Federation launched a Floods Appeal in 2002 while an allocation was received from the Capacity Building Fund to support the National Society's financial development process.

For 2003, the National Society expects advisory support from the Federation in the areas of Health including HIV/AIDS and water and sanitation; Disaster Management; Organisational Development; and the Promotion of Humanitarian Values.

Primary support from the Movement in 2002

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organisational Development	Other
ICRC	xx	xx	xx	xx		
Federation	xx	xx			xx	
French RC	xx					
Swedish RC		xx		xx	xx	
Norwegian RC	xx					
Danish RC		xx	xx			
Spanish RC		xx	xx			
American RC	xx	xx			xx	
German RC	xx	xx			xx	
British RC	xx					
Libya RC		xx				
Australian RC	xx					
Canadian RC		xx				
Finnish RC		xx				
Japanese RC		xx				
Iranian RC		xx				

Priority Programmes for Secretariat Assistance

1. Organisational Development W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The Organisational Development programme aims at building on past initiatives in order to effect a higher level of competence. Kenya Red Cross recruited a new director of the Organisational Development department in 2002 following the new national society structure. The priorities for Organisational Development are reflected in the strategic plan for 2003-05 and include: the development of effective branch structures, effective volunteer and member management; enhancing fund-raising activities; improved governance; improved awareness about Kenya Red Cross; promotion and advocacy; dissemination; and promotion of the National Society's image.

The department is still in the build-up phase and has requested Secretariat assistance in selected areas following the Organisational Development support provided during 2002.

Overall Goal

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

Programme Objective

Secretariat support has helped Kenya Red Cross decentralise, improve governance at all levels, and improve its volunteer management and resource mobilisation.

Expected Results

1. Adoption of decentralisation policy and establishment of effective branch structures with countrywide coverage with an increase in volunteers and members able to contribute to the continuous development of the National Society.
 - An effective branch management and reporting system is established
 - Kenya Red Cross branches have effectively managed programmes and submitted timely reports to headquarters.
 - The number of active branches is increased.
 - Kenya Red Cross branches are ranked as among the major players in community health and welfare targeting the most vulnerable.

2. Improved governance and leadership at branch and headquarters level and the establishment of an effective volunteer and members' management system based upon the National Society's volunteer policy.
 - The Executive Boards at local and national level have performed their mandate successfully.
 - Training in better governance is carried out.
 - A data base for volunteers and members is created and updated regularly.
 - Volunteer policy is well understood by volunteers and staff and implemented at all levels.
 - Volunteer involvement in activities is based on a clearly defined training and development plan.
 - Motivated volunteers are retained and empowering initiatives implemented at community level.

3. To enhance the local fund raising activities of the National Society so that a bigger percentage of its annual expenses are met locally.
 - A baseline study exploring marked possibilities for fund-raising is carried out by national consultants.
 - A Plan of Action reflecting priorities for the National Society within the fund-raising area is developed.
 - Additional fund-raising activities are undertaken.
 - The amount mobilised within the borders of Kenya is increased.
 - The National Society has actively participated in the Domestic Resource Mobilisation Committee of the RC-NET.

2. Health and Care W

Background and achievements/lessons to date

As part of the change process, Kenya Red Cross recruited a new director of health who has a strong professional background and extensive experience in HIV/AIDS work to strengthen and continue the National Society's participation in the national HIV/AIDS programme, and to manage the National Society health and care programme. Secretariat assistance has been requested in the area of HIV/AIDS strategy development and counselling, and water and sanitation.

HIV/AIDS

The National Society has been active in this field right from the beginning through the provision of IEC materials in the early 1990s. More recently, the National Society extended the programme providing home-based care for people living with HIV/AIDS (PLWHA) to three branches. With the development of a five-year HIV/AIDS strategic plan in 2002, these efforts will now be intensified and broadened further to include participation in blood safety and transfusion services, community mobilisation for voluntary testing and counselling (VCT) centres established by other partners, and home-based care and mitigation of the impact of AIDS on households/communities by assisting in income generating activities. Kenya Red Cross is actively sharing the experiences by chairing the RC-NET regional Health and HIV/AIDS Task Force.

Water and Sanitation

Presently, the Kenya Red Cross does not have a water and sanitation programme except in activities related to Internally Displaced Persons (IDPs) where, with assistance from the Regional Delegation and financial support from the British Red Cross, the National Society met the water and sanitation needs of 2,000 IDPs in Kien, Thika district in 2002. ICRC has also supported water and sanitation activities of the National Society in the Rift Valley province and Tana River at the Coast.

The Kenya Red Cross plans to recruit a water and sanitation coordinator in 2003 responsible for all water and sanitation activities of the National Society and who, with the support of the Regional Water and Sanitation programme, will develop a Water and Sanitation Strategy to support provision of safe water supply, adequate sanitation and hygiene promotion. This is envisaged to result in visible impact in improving the lives and well-being of vulnerable communities while reducing morbidity and mortality due to waterborne and hygiene-related diseases. Assistance is being sought for phase one of this project in Kenya. A 'seed' project in water supply construction/rehabilitation, sanitation and hygiene promotion using the PHAST methodology will also be undertaken.

Overall Goal

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

Programme Objective

The Secretariat supports the National Society capacity to implement community-based health care programmes, including HIV/AIDS and water and sanitation programming, thereby improving the general health situation in targeted communities and increasing the communities' coping capacity.

Expected Results

1. By the end of 2004, the National Society will have increased the impact of its HIV/AIDS programme through increasing the quantity and quality of its HIV/AIDS interventions.
 - Kenya Red Cross home-based and community care programme for people living with HIV/AIDS (PLWHA) is expanded to reach 1,000 clients.
 - The National Society youth peer education programme is expanded to reach 35,000 youth in and out-of-school and to equip them with safer sex skills.
 - The National Society's HIV/AIDS Work Place programmes are implemented.
 - The capacity of Kenya Red Cross to fund-raise, manage, implement, monitor, and evaluate its HIV/AIDS programme is strengthened.
 - Kenya Red Cross has participated in existing country coordination mechanisms (National Aids Control Council, Ministry of Health, Global Fund for AIDS, Tuberculosis and Malaria, etc.) and has developed new partnership with PLWHA associations.

2. The National Society's human resource capacity is established and strengthened in water and sanitation/health at headquarters and branch level through the provision of adequate sanitation and hygiene education to enable them mobilise the community, strengthen community coping mechanisms, and enhance community capacity in defining solutions to their problems.
 - The Kenya red Cross national water and sanitation strategy is developed.
 - A national society water and sanitation coordinator is recruited.
 - Safe water and adequate sanitation is provided to 6,000 community members.
 - Staff and volunteers are better equipped (in terms of skills and material resources) and are participating in water and sanitation activities at branch level.
 - 20 PHAST teams responsible for hygiene promotion within the community are established.
 - Water supply systems that can be operated and maintained at community level are constructed/rehabilitated.

- Skills for operation, maintenance and financial management are provided to community members to ensure proper running of water supply systems.
- Improved hygiene behaviour indicated by latrine ownership and use, hand washing at critical times and proper use and storage of safe water is achieved.

3. Disaster Management W

Background and achievements/lessons to date

A new Director of Disaster Management with extensive experience in the Movement, was recruited in 2002. The Kenya Red Cross is recognised by the Kenyan government, UN and other agencies as a reliable key partner, and during the recent floods in Kenya, the National Society mobilised 40% of the international appeal in kind and cash from national partners. The assistance requested from the Regional Delegation in Disaster Management is mainly linked to facilitation of national workshops, training activities and strategy development.

Overall Goal

Implementation of characteristics of a well-prepared national society has improved the LRCS in three key areas, namely; know-how, capacity and performance.

Programme Objective

Support from the Federation Secretariat has strengthened the capacity of the Kenya Red Cross Society to respond more effectively and rapidly to emergency situations affecting vulnerable populations, communities, and to implement risk reduction activities.

Expected Result

The Kenya Red Cross Society has developed Disaster Preparedness at national and branch level through familiarisation with the Disaster Preparedness Policy/Operational Manual, training of staff and volunteers, undertaking vulnerability capacity analysis (VCA), developing risk maps, and establishing closer contacts with communities, the government and other agencies.

- Volunteers at branch and community level are trained in disaster management skills and emergency response.
- Risk mapping is undertaken in vulnerable areas.
- The Kenya Red Cross Action Team operation policy is finalised.
- The Kenya Red Cross Disaster Handbook is completed.
- Kenya Red Cross disaster plan is finalised.

4. Humanitarian Values W

Background and achievements/lessons to date

Kenya Red Cross envisages scaling up its activities in the promotion of humanitarian values, developing a strategy and a plan of action, increasing the capacity of its information unit and efficiently increasing its networking with national and international media. Cooperation with the Regional Information Unit resulted in a series of successes in 2002 in which national, regional and international media coverage was achieved. In May, when Kenya was hit by the worst floods since El Nino in 1998, adequate press coverage contributed to the securing of 40% of a local appeal to assist 125,000 individuals. Again in July, during the worst outbreak of highland malaria since 1995 which left 300 dead and affected other 250,000 people, wide coverage was given to the National Society's response in which it mobilised 1,000 volunteers to assist the Ministry of Health. The appointment of the Kenya Red Cross Secretary General as the NGO representative at the Global Alliance for Vaccinations and Immunisations (GAVI) Board came as a consequence of the public recognition of the National Society's quality performance.

In 2003, the Federation Secretariat's Regional Information Unit will continue support as requested by the National Society in order to further scale up the promotion of humanitarian values and assist in the development of an advocacy and communications strategy and a plan of action.

Overall Goal

Red Cross and Red Crescent Fundamental Principles and Humanitarian Values are known and respected throughout Kenya and, as a result, discrimination against vulnerable groups is reduced.

Programme Objective

The Federation Secretariat supports Kenya Red Cross by increasing its capacity to promote Red Cross and Red Crescent Fundamental Principles and Humanitarian Values.

Expected Result

The National Society has positively advocated, assisted and protected the most vulnerable - i.e., people living with HIV/AIDS, people affected by disaster, people lacking access to basic health and water and sanitation services - through influencing behaviour in the community (governments, donors, private sector and other members of the civil society).

- Kenya Red Cross is strengthened and empowered and possess a coherent strategy and implementing its plan of action.
- Support is provided to the National Society's information officer to develop the necessary skills to join, if required, the regional disaster response team (RDRT).
- Adequate human and technical information capacity capable to respond to both humanitarian emergencies is developed.
- The National Society is actively involved in anti-stigma and anti-discrimination activities, especially with regard to people living with HIV/AIDS, and developing their potential to respond to humanitarian emergencies and reduce vulnerability.

5. Federation Coordination W

Background and achievements/lessons to date

The Federation's support to Kenya RCS has undergone a number of structural adjustments and learning periods during the last few years. The permanent presence of Federation staff within the National Society ended in 2001 upon the establishment of a new national society senior management team capable of managing its programmes. The coordination of bilateral programmes in a new CAS process as well as maintenance of good working relations with all partners are priority during the coming year. The role of Secretariat assistance, through a Federation Representative shared between the National Societies of Rwanda and Uganda, is mainly advisory assistance to the National Society, and to link and coordinate the assistance provided by the Secretariat, as well as to provide technical assistance to the CAS process. The Southern Africa Regional Delegation will provide technical advisory support in the implementation of Health, HIV/AIDS, Water and Sanitation, Disaster Management, Organisational Development and Information and Communications programming. One Regional Federation Representative will provide 20% of his/her time to support to Kenya during 2003 and will share his/her time between Kenya, Rwanda and Uganda.

Overall Goal

To build capacity and empower the Kenya Red Cross Society to achieve its mandate through better partnerships.

Programme Objective

The Federation Secretariat assists the National Society in an advisory function while the National Society leads its own development process toward a strong national society with sufficient resources and capacities to be a recognised partner in civil society.

Expected Result

Federation coordination and support mechanisms through an agreed CAS have increased the impact of Movement support to the National Society.

- An effective consultation mechanism with bilateral and multilateral partners is established.
- A comprehensive CAS document is produced.
- The customer satisfaction of Kenya Red Cross and other partners with Federation assistance is measurably improved and appeal fully covered.
- The Federation representative has worked effectively with the senior management of the National Society based on mutually agreed terms of reference while using the expertise of bilateral delegates, ICRC, other national societies in the region, and national/regional consultants.
- Kenya Red Cross has actively participated and promoted the Red Cross and Red Crescent Movement in regional and international networks.
- The National Society has actively contributed to cross-border exchange and knowledge sharing with neighbouring national societies.
- The National Society's local fund-raising base has expanded.

6. International Representation W**Background and achievements/lessons to date**

Based on the current status agreement, the Federation and Kenya Red Cross maintain a close dialogue with diplomatic missions, international and national donors, as well as the United Nations family. Direct funding of the National Society's emergency operations for 2002 was mobilised as a result of this dialogue. New initiatives for corporate partnerships with national and international commercial enterprises in Kenya require consolidation.

Overall Goal

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

Programme Objective

The Federation is an effective and reliable partner in support of the Kenya Red Cross Society and in addressing the needs of the most vulnerable.

Expected Result

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

- The Federation Secretariat's participation with Kenya Red Cross in national contingency planning processes is effective and partners within the government, the UN family and international NGOs are informed of its contributions and experiences on a regular basis.
- An active participation of Kenya Red Cross in regional and international networks of the Red Cross and Red Crescent Movement has been promoted and supported by the Southern Africa Regional Delegation.
- Strategic international initiatives of the Federation are systematically disseminated by Kenya Red Cross to the Kenyan public, especially the HIV/AIDS anti-stigma campaign, ARCHI 2010 and the World Disasters Report.
- Cross-border exchanges and knowledge sharing of Kenya Red Cross with neighbouring national societies in its core programmes of Health, Organisational Development, Disaster Preparedness/Response and Relief has been supported by the Federation Representative.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.06/2003

Name: Kenya

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	50,950	0	0	0	0	0	50,950
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	50,950	0	0	0	0	0	50,950
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	1,600	0	0	0	0	0	1,600
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	1,600	0	0	0	0	0	1,600
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	3,820	0	0	0	0	0	3,820
TRANSPORT & STORAGE	3,820	0	0	0	0	0	3,820
Programme Support	13,716	0	0	0	0	0	13,716
PROGRAMME SUPPORT	13,716	0	0	0	0	0	13,716
Personnel-delegates	22,835	0	0	0	0	0	22,835
Personnel-national staff	51,500	0	0	0	0	0	51,500
Consultants	38,600	0	0	0	0	0	38,600
PERSONNEL	112,935	0	0	0	0	0	112,935
W/shops & Training	11,000	0	0	0	0	0	11,000
WORKSHOPS & TRAINING	11,000	0	0	0	0	0	11,000
Travel & related expenses	9,750	0	0	0	0	0	9,750
Information	0	0	0	0	0	0	0
Other General costs	7,250	0	0	0	0	0	7,250
GENERAL EXPENSES	17,000	0	0	0	0	0	17,000
TOTAL BUDGET:	211,021	0	0	0	0	0	211,021