

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

TANZANIA

Appeal no. 01.11/2003

Click on programme title or figures to go to the text or budget

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	82,578	85,000
2. Disaster Management	5,445,088	35,000
3. Organizational Development	196,898	35,000
4. Humanitarian Values	39,582	42,000
5. Federation Coordination	26,203	25,000
Total	5,790,349¹	222,000

Introduction

Despite relative political stability Tanzania remains a very poor country vulnerable to natural disasters and heavily dependent on international support. The strength of the Tanzania Red Cross is in responding to natural disasters with long experience in assisting refugees in Tanzania from neighbouring countries. Next year, the challenge for the National Society will be to strengthen its capacity in accordance with its newly revised 5 year development plan. The Federation Secretariat will provide technical support and advice through its Country and Regional Delegations to Tanzania Red Cross in Health and Care, Disaster Management, Organisational Development and Humanitarian Values identified as priority areas in their 5 year development plan.

National Context

Tanzania remains as one of the most politically stable countries in East Africa having undergone a transition to a multiparty system after 36 years of socialist-oriented single party rule. Despite this political stability, Tanzania is ranked as the third poorest country by the World Bank. Per capita income is USD 250 while 48% of the population of 33 million lives below the poverty line. Only 38% of the population has access to safe water. 29.4% of children under five suffer from malnutrition and infant mortality rate is at 107 deaths per 1000 live births.

Human Development Indicators at a Glance

	Tanzania	Sub-Saharan Africa	World
Life expectancy at birth (years)	51.1	48.7	66.9
Adult literacy rate (% age 15 and above), 2000	75.1	61.5	~

¹ USD 3,935,477 or EUR 3,933,155.

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

Adult literacy rate (female as % of male), 2000	79	77	~
Combined primary, secondary and tertiary gross enrolment ratio (%), 1999	32	42	65
GDP per capita (PPP\$), 2000	523	1,690	7,446
People living with HIV/AIDS, adults (% age 15-49), 2001	7.83	9	1.2
Refugees (thousands), in/out, 2000	681/~	~	~

Source: UNDP HDR 2002

The economy is heavily dependent on agriculture which accounts for 50% of GDP and provides 85% of exports. A large proportion of the population is either unemployed or underemployed with extremely low income and expenditure levels which often lead to limited food security at the household level. Despite recent improvements in economic growth, the country continues to suffer from a high debt burden that has impacted on its social service budgets such that poverty in both the urban and rural areas is compounded by a lack of health services that makes the people vulnerable to outbreaks of disease.

Tanzania is vulnerable to natural disasters, notably floods and drought, with some regions being particularly drought-prone. Conflict and instability in neighbouring countries (Democratic Republic of Congo, Burundi and Rwanda) has produced a large influx of refugee movements into Tanzania. The country is now host to the largest refugee population in Africa estimated at 500,000 living in camps in the western part of the country. This has contributed to increased poverty and economic deterioration for the population in the Kigoma area and dependency on international support. Despite ongoing peace negotiations there appears to be little sign of any significant repatriation of the refugees in the near future, and the risk of insufficient resources to support these refugees continues.

National Society Priorities

The National Society has over 200,000 members and an established branch structure in each of the 20 regions. With support from the Federation, the National Society has been assisting refugees from Burundi and the Democratic Republic of Congo since 1996 and refugees from Burundi and Rwanda since 1994. This assistance has included camp management, provision of medical services, water and sanitation and food distribution. The National Society is currently implementing these programmes for approximately 175,000 refugees in five camps in the Kigoma Region, namely Muyovosi, Mtabila I and Mtabila II camps for the Burundian refugees in Kasulu District, and Lugufu I and Lugufu II camps for refugees from the Democratic Republic of Congo in Kigoma District. UNHCR and ECHO are the main partners for the programme.

AT A GLANCE

	Year	Comment
Statutes	1985	Last updated in 1985. Further revision is planned to ensure the constitution is as relevant as possible
National Disaster Plan	~	The National Society has been given the lead role by the Office of the Prime Minister - Disaster Management Department in mass care handling during emergencies and disasters in Tanzania, and is experienced in mobilising the population and volunteers at times of mass national vaccination campaigns.
National Development Plan	~	
CAS	~	Following the drafting of 5 year strategic Development

		Plan for the National Society in 2002 it is planned that a CAS will be developed in 2003
Self-Assessment	2002	A self assessment carried out in 2002. The findings of which were incorporated into the OD Programme included in the 2003/4 Federation Appeal for Tanzania
Elections	2000	A General Assembly is planned for 2003
Yearly audit	1999	An Audit is proposed for 2001 as per Federation standards

During the process of strategic planning and drafting of its five-year development plan, the Tanzania Red Cross undertook structural changes at headquarters level in which four core departments of Health, Finance, Disaster Management and Organisational Development were established to provide a holistic approach to achieving the National Society's core activities. The strengthening of governance and management is an ongoing need and a strategic priority, as is the strengthening of financial management system, including computerisation of the National Society's finance department. This is currently being addressed with the support of the Federation.

The frequency of emergency disaster response in recent years has resulted in increased dependency on external support during such situations. Long-term disaster management strategies to deal with these predictable, often poverty-related emergencies are urgently needed in order to use the available resources effectively. A Disaster Preparedness Unit has been established within the newly created Tanzania Red Cross' Disaster Management Department to address disaster preparedness issues in a bid to reduce the severity of emergencies/disasters, increase the capacity of the victims to deal with the resulting stress, and to improve the capacity of the people to deal with the effects of emergencies/disasters.

Health is a major component of the Refugee Relief Operation and the National Society is the main partner for UNFPA in Tanzania in the implementation of reproductive health programmes. The establishment of a functioning health department was therefore identified as a priority in the National Society's restructuring process, and duly commenced in 2002 through the assistance of American Red Cross.

A five-year HIV/AIDS strategic plan was developed in 2002 with the assistance of the Secretariat's Regional Delegation in Nairobi. The plan is being piloted in six branches of the National Society and has been integrated into the overall five-year plan of the Tanzania Red Cross and the African Women's Initiative programme funded by American Red Cross. The African Women's Initiative programme will focus on Kigoma, which is one of the pilot regions for the HIV/AIDS programme. This will provide the National Society an opportunity to build on the existing capacity within the Refugee Relief Operation and to facilitate branch development in Kigoma region and other branches within refugee host communities.

Red Cross and Red Crescent Priorities

The phase down and integration of the Secretariat's Country Delegation into the National Society structure will continue in 2003 and, given the existence of a long-term strategic development plan, a Cooperation Agreement Strategy will be developed in 2002-2003 with the assistance of the Federation.

In line with the Tanzania Red Cross Strategic Plan, support to the National Society by the Movement includes ICRC for the national tracing programme, dissemination, conflict preparedness, and water and sanitation in Zanzibar; American Red Cross for the African Women's Initiative which focuses on capacity building, health and branch development in the Kigoma region; the Swedish Red Cross for Twinning in Mwanza branch; and the Spanish Red Cross which supports branch development activities in North Western Tanzania.

Primary support from the Movement in 2002

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organisational Development	Other
ICRC			xx			xx
Federation *	xx		xx		xx	
American RC	xx				xx	

*Federation support comes from Swedish RC, Canadian Red Cross, British Red Cross, Norwegian Red Cross, Finnish Red Cross, German Red Cross, Netherlands Red Cross, Icelandic Red Cross and Japanese Red Cross.

Priority Programmes for Secretariat Assistance

The Federation Secretariat will provide technical support and advice to Tanzania Red Cross through its Country and Regional Delegations in the following priority programme areas.

Health and Care

This programme will focus on capacity building, in particular the establishment of a national society health department, advocacy, the scaling up of HIV/AIDS activities in Tanzania, and implementation of Phase I of a Water and Sanitation project in Masasi.

Disaster Management

This programme consists of disaster preparedness, and disaster response. Disaster preparedness will focus on capacity building to prepare Tanzania Red Cross and the community for prompt, effective and efficient response during emergencies/disasters, and to increase the awareness and capacity of vulnerable communities in Disaster Management. Under disaster response, the Refugee Relief Operation ensures acceptable living conditions are maintained in five refugee camps in the Kigoma region through providing health care, sanitation and camp management services in accordance with SPHERE standards. The operation will also enable Tanzania Red Cross to continue strengthening its capacity through the training of staff and volunteers working in the operation.

Organisational Development

This programme will focus on the strengthening of Tanzania Red Cross capacity through developing policies and strategies regarding income generation, volunteerism, branch development and gender equality. The strengthening of governance, branch management and coordination, and raising the profile of the National Society will also be addressed as priorities. Financial resource development is an ongoing project to strengthen the capacity of the Tanzania Red Cross in financial and resource management.

Humanitarian Values

This programme will focus on Action to Reduce Discrimination under the Sexual Gender-Based Violence programme in which the capacity of Tanzania Red Cross to reduce the incidence of gender-based violence among the population in the Lugufu and Kasulu refugee camps will be enhanced.

1. Health and Care W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Health Department

Health was identified as core activity by the Tanzania Red Cross strategic plan, and the establishment of a national society health department singled out as a priority. The Regional Delegation will offer technical support to this end in coordination with the American Red Cross in Tanzania who have funded the recruitment of a Director of Health and other key health staff/personnel under the African Women's Initiative.

HIV/AIDS

Tanzania Red Cross is currently implementing a Family Life Education programme to combat HIV/AIDS in Kilimanjaro district funded through the Regional Delegation. The National Society is also implementing HIV/AIDS activities under a Reproductive Health Programme in the Kasulu and Lugufu refugee camps in western Tanzania. Activities include the formation of AIDS Advisory Committees in each camp; awareness campaigns conducted by Community Services and Health Information Teams; training on STDs/HIV/AIDS to the Camp Committee members, health staff and community health service workers; and voluntary counselling and testing with provision of supplementary feeding to all those testing HIV-positive on a weekly basis. Home-based care is also provided for the chronically ill. Sexually Transmitted Disease clinics are available in each camp dispensary, and condom promotion and health education to the refugees and the surrounding local community is provided.

In Dar es Salaam, the National Society has focused on raising awareness and safety measures during First Aid training through youth clubs. Health education on HIV/AIDS in schools has been conducted in Mwanza in the districts engaged in a Twinning cooperation with the Swedish Red Cross under a Primary Health Care programme. The Mwanza branch has also mobilised Community-Based First Aid volunteers to disseminate HIV/AIDS awareness messages to the communities, while Home Delivery Attendants (or Traditional Birth Attendants) have been taught HIV/AIDS safety measures during child birth. In Shinyanga, the National Society has an out-of-school youth programme.

In Kagera, the National Society implemented a 10-year (1989-2000) HIV/AIDS health education and social support project through the supported of the Danish Red Cross. The overall objective of the project was to reduce the incidence of HIV transmission and morbidity, and focused on prevention of HIV/AIDS in schools and villages, and in the development of social support to needy families and orphans affected by AIDS. In Moshi, a Youth Family Life Education programme was implemented from 1990-2000 through funding by the Danish Red Cross where in and out of school youth were provided with health education on HIV/AIDS using trained teachers and volunteers. In Rukwa, Tanzania Red Cross had a programme on HIV/AIDS prevention funded by the Norwegian cooperation, NORAD, which was delivering AIDS awareness messages and education at community gatherings.

The National Society has drafted a five-year HIV/AIDS strategic plan, and is implementing a programme to scale up HIV/AIDS activities in six pilot branches of Kagera, Kilimanjaro, Dar es Salaam, Iringa, Mwanza and Zanzibar for which the Federation through its Country and Regional delegations will provide support in accessing the necessary resources to reduce the incidence of HIV/AIDS infections. The whole programme will run for five years from 2002-2006 and will be divided into two phases of two and three years, respectively. At the end of each year there will be an annual plan of action with a corresponding budget prepared within the framework of the agreed five-year plan.

The pilot programmes focus on women and youth and will build on experiences and lessons learned from the 10-year health education and social support project in Kagera Region; the refugee camps; and the Family Life Education in Kilimanjaro district. In school and out-of-school youth programmes will be initiated, and in the refugee camps, existing programmes targeting the youth will be strengthened. Focus will be given to people living with HIV/AIDS (PLWHA) in the community where advocacy will be carried out to reduce stigma and discrimination both within the community and at the places of work. Also, as the number of AIDS cases increase, so will the number of orphans. Extensive support for orphans and other disadvantaged children will therefore need to be part of the programme. Blood donor recruitment programmes will also be explored.

The National Society has had extensive experience in providing water supply, sanitation and hygiene promotion in Zanzibar, Lugufu and Kasulu in both relief and development projects. The Masasi branch of Tanzania Red Cross has been working with communities since 1990 when the area was flooded and has been involved in training community health workers and traditional birth attendants. In addition, shallow wells, rain water harvesting systems, and an earth dam have been constructed under a water and sanitation project. Latrine construction through community mobilisation and environmental health have also been implemented. This project like many others in the region began as a relief operation and was funded by ICRC. Since the emergency phase is long over, it is now necessary to move to the development phase.

Support is being sought through the Federation to enable Tanzania Red Cross to implement Phase I of a Water and Sanitation project in Masasi District of Mtwara Region in Tanzania. Funding support is required primarily for construction costs, training of staff and volunteers at grassroots level, support services from the Regional Water and Sanitation Programme and monitoring and evaluation. Approximately 3,000 people will benefit from water supply, family latrine construction, hygiene education and community development. This gives a cost per beneficiary of CHF 25.

The activities are intended to begin on a small scale with the intention of providing an opportunity to encourage further integration between health and Water and Sanitation. The project will run in two phases with the first phase being a 'seed' project where lessons learned will be incorporated into a larger second phase.

Overall Goal

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

Programme Objective

The Federation Secretariat through its Country and Regional delegations provides support and assistance to the National Society to enable it to access the necessary technical and financial resources to implement its health programming.

Expected Results

1. The capacity of Tanzania Red Cross' health department in implementing health programmes and activities is strengthened.
 - A health policy and strategy has been developed.
 - A national society health department has been established.
 - Health programmes and activities have been developed and funding for implementation secured.
 - The Federation provides advisory support for health programmes and activities.
 - Advocacy and public education materials to encourage community engagement in health interventions have been developed.

2. The Federation Secretariat through its Country and Regional delegations provides technical support and assistance to Tanzania Red Cross to reduce the incidence of HIV/AIDS infections among the population in six pilot regions.
 - Tanzania Red Cross has effectively implemented the HIV/AIDS scale up programme in 6 branches.
 - 200,000 in-school youth have been reached through peer educators and equipped with skills for practising safer sex..
 - 200,000 out-of-school youth and women have been reached through an HIV/AIDS peer education programme.
 - 2,000 people living with HIV/AIDS (PLWHAs) have been provided with quality home based and community care.

- Tanzania Red Cross is recognised nationally and is participating in existing country coordination mechanisms.
 - The capacity of Tanzania Red Cross in managing, funding, implementing, monitoring and evaluating HIV/AIDS intervention has been strengthened.
 - Tanzania Red Cross has established partnerships with PLWA associations.
3. The health and well-being of 3,000 community members living in Masasi, Tanzania is sustainably improved through the provision of safe and adequate water, sanitation and hygiene education.
- Safe and adequate water, sanitation and hygiene education has been provided through community mobilisation.
 - The human capacity of the National Society in Water and Sanitation/Health has been established at headquarters and branch level.
 - Community coping mechanisms and participation in defining solutions to their problems is strengthened.
 - In line with the ARCHI, the National Society's volunteer base is expanded and volunteer management systems strengthened.

2. Disaster Management W [*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

Disaster Preparedness

The Tanzania Red Cross Society is active in responding to disasters in Tanzania. In cooperation with the Federation, the National Society has undertaken the following relief operations: the Kyela relief operation for flood victims in 1986; the Masasi relief operation for flood victims in 1990; the Bagamoyo drought operation in 1991-2 and 1996; the Lushoto relief operations for flood and drought victims from 1993-4 and 1996; the Refugee Relief Operation in western Tanzania since 1994; the sinking of the ferryboat MV-Bukoba in Lake Victoria (1997); the response to the Bombing of the American Embassy in Dar es Salaam in 1998; and the train crash near Dodoma in 2002.

The bombing of the American Embassy in 1998 demonstrated the need for greater disaster preparedness, mitigation and response capacity in Tanzania. Through funding from the US government, the "Strengthening Tanzania Disaster Response Programme" was developed under which the National Society was requested to develop a comprehensive First Aid training manual and curriculum for training of trainers initiatives to raise the capacity of first-line response. The Federation has provided technical advice and materials to assist in the implementation of this project.

Additionally, the various and very different emergencies in Tanzania have revealed significant gaps in disaster management, among them is the limited knowledge and capacity of civil communities to respond to mass casualties and the handling of the casualties. A Disaster Preparedness Unit has been established within the newly created Tanzania Red Cross Disaster Management Department to address these issues. Its aims are to reduce the severity of emergencies/disasters, increase the capacity of the victims to deal with the resulting stress, and improve the capacity of the people to deal with the effects of the emergency.

The ICRC is currently providing support to the National Society in conflict preparedness while key national society personnel have been trained in and are members of the Federation's Regional Disaster Response Teams. Tanzania Red Cross has been given the lead role in mass care handling during emergencies and disasters in Tanzania by the Disaster Management Department Office of the Prime Minister due to its vast experience in mobilising the population and volunteers at times of mass national vaccination campaigns.

Based on the Refugee Relief Operation, Tanzania Red Cross assisted by the Federation, is investigating the possibility of establishing a disaster preparedness programme in the western border area in view of reinforcing the establishment of new branches in the region.

Following consultations between the National Society and the Federation in 2002, and following a Regional Disaster Preparedness/Response meeting in Nairobi in July 2002 during which a Regional Disaster Management Programme was developed, it was agreed that the Federation would focus its support to the Tanzania Red Cross in two main areas in 2003:

- Conducting a Risk Vulnerability Capacity Assessment and preparation of a Disaster Preparedness Policy/Plan framework in order to have clear connections, roles and responsibilities within the National Disaster Management framework. It is expected that the Tanzania Red Cross Disaster Preparedness Unit will begin with these priority tasks.
- The drafting of a contingency plan for possible population movement scenarios, linked to the ongoing Refugee Relief Operation in western Tanzania, given that Tanzania Red Cross will be part of the newly proposed Great Lakes strategy on political disturbances and population movement.

Continued technical support from Federation regional delegates in Disaster Preparedness, Logistics, Health and Information will be required to strengthen the National Society's Disaster Management Unit during 2003. Areas of this support include knowledge sharing, capacity building and skills transfer; conducting a Risk Vulnerability Capacity Assessment; preparing a Disaster Preparedness Policy/Plan framework; coaching in disaster prone areas to develop *ad hoc* appeals and contingency plans; and logistics training, procurement and assisting the National Society to access materials and equipment.

Refugee Relief Operation

Tanzania Red Cross has been implementing a care and maintenance programme for refugees from the Democratic Republic of Congo and Burundi in refugee camps in the north-western part of the country since 1994 under its Refugee Relief Operation. The National Society provides curative and preventative health care services, water and sanitation, and camp management services (shelter, food and non-food distribution, infrastructure and environment).

The Federation, which has been supporting Tanzania Red Cross since the inception of the programme, started to transfer the direct implementation role to the National Society by the end of 2001, and continues to assist in terms of technical support and advice, fund-raising for the programme, and liaising between Tanzania Red Cross and its partners.

With a population growth of around 3% per annum in the camps, the total refugee population supported by the programme was 174,524 by mid-2002 as indicated in the table below:

	April 2002	May 2002	June 2002
Lugufu I	53,650	53,898	54,073
Lugufu II	22,337	22,901	23,120
Muyovosi	38,074	38,187	38,034
Mtabila I	16,629	16,807	16,835
Mtabila II	42,030	42,463	42,462
Total	172,720	174,256	174,524

(Population under five years of age is estimated at 20% of total population)

Despite ongoing peace negotiations, political unrest and insecurity, Burundi and Democratic Republic of Congo continued to create refugees in Tanzania. This has resulted in a significant increase in the population of Lugufu II which is expected to reach its capacity of 30,000 by the end of 2002 when a

new camp in Lugufu will be opened to accommodate new entrants. Voluntary repatriation of Burundian refugees started in 2002 facilitated by UNHCR to restricted areas within Burundi.

Through its staff and volunteers, the National Society has successfully provided health care, safe water and sanitation services as well as camp management services to the refugees. As a result, crude and under-fives mortality rate figures have remained within WHO limits. There have been no serious outbreaks of infectious diseases except for a few cases of cholera and meningitis recorded for new arrivals in the camps. The general morbidity rates for malaria, diarrhoea and malnutrition in the camps have compared favourably with those of the host population.

The Refugee Relief Operation has enabled the National Society to strengthen its capacity through the training of staff and volunteers working in the project. A project to strengthen the finance and accounting capacity of the National Society's finance department to prepare budgets and financial reports for all programmes is ongoing at headquarters level where qualified personnel have been recruited, computers and financial software acquired, and finance personnel trained in its application. It is proposed to extend this project to the regional branches in due course.

The major difficulties in the implementation of the project have been delays in submission and approval of plans and budgets which have affected the timely release of funds. Setbacks have also been faced in the search for a more cost effective water supply system in Lugufu, while a high turnover of staff and volunteers has also been experienced. Discussions on streamlining staff remuneration and benefits has also begun to address the problem of staff turnover. The current programme will continue to strengthen programme planning, budgeting and reporting through training. The Federation will provide the necessary support and advice in monitoring and reporting. Initial steps to convert to a ground water system have been taken in a bid to provide more cost effective water supply to Lugufu and is envisaged to reduce costs by between 30-35%. Tanzania Red Cross has submitted a proposal to Europe Aid to provide clean water to the refugees in Lugufu and Kasulu, and a response is expected by the end of 2002. This plan and appeal for 2003 therefore does not include the provision of safe water to the refugees in the five camps.

Overall Goal

Tanzania Red Cross is a part of a national plan to prevent or minimise the effects of disasters and emergencies and meet the basic needs of the vulnerable during disasters/emergencies.

Programme Objective

The Federation Secretariat through its Country and Regional delegations provides technical support and assistance to strengthen the capacity of Tanzania Red Cross in Disaster Preparedness/Response, and to increase the awareness and capacity of vulnerable communities in Disaster Management.

Expected Results

1. Tanzania Red Cross capacity in Disaster Preparedness is strengthened.
 - A focal unit at the National Society headquarters to deal with development and coordination of all disaster preparedness and response activities has been established.
 - A Risk Vulnerability Capacity Assessment has been successfully conducted.
 - A National Disaster Preparedness and Response plan and policy to guide all Tanzania Red Cross Disaster Management activities has been developed.
 - A contingency plan for possible population movement scenarios linked to the ongoing Refugee Relief Operation in western Tanzania has been developed.
 - A regional network of Red Cross Action Teams in strategic areas has been established.
 - A local fund and material base for disaster preparedness and response has been established.
 - Specific disaster management training programmes for Tanzania Red Cross staff, communities and volunteers are being conducted.
 - Workshop on practical means of emergency health management skills have been conducted.

- *Ad hoc* appeals and contingency plans are being developed.
 - Vulnerable communities along the highway that are prone to road traffic accidents are trained to prepare, mitigate and respond effectively to this type of disaster.
 - Relevant information to assist the community to reduce vulnerability and respond to natural and man-made disasters and emergencies have been provided.
 - Relationships among the various stakeholders in the field of disaster management is enhanced.
2. Acceptable living conditions for refugees are maintained in the five camps in the Kigoma region through providing health care, sanitation and camp management services in accordance with SPHERE standards.
- The health status of the refugees is maintained at a level where crude and under five mortality rates remain at less than 1.5 deaths/thousand/month and less than 3 deaths/thousand/month; while morbidity rates for infectious diseases e.g. malaria, diarrhoea, etc. are controlled or reduced.
 - Awareness of and prevention of infectious diseases including HIV/AIDS have been increased through health education provided by the National Society's Health Information Teams and Hygiene Promoters.
 - Workshop on the design and implementation of reproductive health, HIV/AIDS interventions for refugees have been conducted.
 - Refugee communities are mobilised through health education to participate in maintaining proper hygiene and sanitation through constructing family latrines, garbage pits, bath shelters and dish racks.
 - Disease vectors' are controlled and/or reduced.
 - Available food and non food items are distributed biweekly and distribution reports submitted.
 - The Maternal Child Health centre in Lugufu I, health post, laboratory and therapeutic feeding centre at Lugufu II have been rehabilitated.
 - Basic camp infrastructures required to allow delivery of services have been maintained and/or extended.
 - Refugees have been allocated plots for construction of houses in prepared zones/villages in good time after arrival in camps.
 - The basic finance and administration, transport and logistic support required for the delivery of services are provided.

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

Background and achievements/lessons to date

Organisational Development Department

Tanzania Red Cross has undertaken a significant change process during 2001-2 guided by Strategy 2010, ARCHI 2010, the Ouagadougou Declaration, the recommendations of the Refugee Relief Operation evaluation conducted in April 2001, and a self-assessment process. The strategic plan was revised in 2002 with the assistance of the Federation. During the process, Tanzania Red Cross recognised the need for and undertook structural changes at headquarters level including the establishment of four departments: Health, Finance, Disaster Management and Organisational Development.

The responsibilities of the Organisational Development department will be reviewing and adopting policies and strategies commensurate with its resource base to meet emerging challenges to humanity; mobilising volunteer networks for efficient outreach through strengthening of branch development and management of human resources; and promoting partnerships and informing the government of Tanzania and civil societies on the National Society's activities.

Given these responsibilities the department will focus on three main areas:

- Policy and strategy development with an emphasis on volunteer management, branch development, gender equality, and income generation (in collaboration with the Finance department).
- Strengthening governance, branch management and coordination.
- Information and public awareness.

Finance and Resource Development

The strengthening of the accounting and financial reporting of the National Society is a priority. A PriceWaterhouseCoopers study carried out in 1999 funded by the German Red Cross identified poor procedures, low technical capacity and poor tools (manual systems) as the main areas requiring strengthening and recommended that these be addressed through computerisation of accounting, recruitment of capable staff, and adoption of new accounting and financial procedures.

A Finance Development Project funded by the German Red Cross is currently ongoing supported by the Country Delegation. In addition, funding recently secured from the Federation Capacity Building Fund has enabled the National Society to purchase and install computer equipment and Navision Attain finance software. New financial software, one computer server and four workstations have been networked in the national society finance department, after which the finance personnel will be trained to operate the new system. It is expected that the Phase I of the Finance Development Project will be completed by the second quarter of 2003 and will strengthen the National Society's financial planning and treasury management thus ensuring foresight, prudence and discipline in spending funds. Budgeting, budgetary control and financial regulation will also be strengthened through the implementation of this project. The recruitment of a Director for Finance and Administration in July 2002 under the American Red Cross African Women's Initiative project has been another important step in strengthening the National Society's finance department.

Financial Management in the regions and district branches is a priority and is an area that will be addressed in due course. In line with the Tanzania Red Cross five-year strategic plan, it is expected that in future the branches will implement more activities than at present and this will require more resources. The National Society headquarters will therefore need to raise the necessary funds to improve the capacity of regional committees in accounting and treasury management.

At present, the responsibility for fund-raising for programming and activities has largely been undertaken by the Federation or Bilateral donors. It is expected that Tanzania Red Cross will make significant efforts to increase its capacity to raise funds for programming and activities in 2003 and beyond.

Phase II of the project will be implemented by the Organisational Development department in cooperation with the Finance department and will be in the area of Income Generation. Tanzania Red Cross has been implementing a solid waste business project since 1997 which involves the collection of solid waste from some markets in Dar es Salaam and transporting it to city dumps. However, this project is currently incurring significant losses.

The National Society will need to reformulate its income generating activities to ensure that these are a permanent feature of the National Society that provide a significant contribution to its survival and financial self-sustenance. This function will require the development and establishment of an income generation policy and implementation framework (strategy) which will address issues of what business activities Tanzania Red Cross can engage in without tarnishing its image. In addition, a baseline study will be carried out to ensure that effective and relevant fund-raising/resource mobilisation initiatives are undertaken by Tanzania Red Cross.

Overall Goal

Tanzania Red Cross is a well-functioning national society serving the most vulnerable in Tanzania.

Programme Objective

Secretariat support has helped Tanzania Red Cross improve management of its operations, finances and resource development.

Expected Results

1. Tanzania Red Cross has the capacity to plan and implement activities in response to the assessed needs of the vulnerable in Tanzania.
 - Policies and strategies on volunteering, branch development, gender equality and income generation have been developed.
 - A data base of volunteers and members has been developed.
 - The capacity of Tanzania Red Cross branches is strengthened; branch profiles have been developed.
 - Governance training have been conducted; governance, headquarters and branch management and coordination have been strengthened.
 - Gender equality has been integrated into all national society activities and planning.
 - Public awareness of Tanzania Red Cross and the Movement's mission, principles and activities has been increased
 - The National Society's annual report (including audited accounts) for 2002 have been produced.

2. The financial management, fund-raising and income generating capacity of Tanzania Red Cross is improved.
 - The quality and speed of the National Society's accounting and financial reporting has significantly improved.
 - Relations with donors and other stakeholders has improved as a result of meeting both internal and external finance management and reporting requirements.
 - The working environment of the Finance department has improved.
 - The National Society's Finance Department is able to take over the finance processing of the Refugee Relief Operation.
 - The National Society branches are able submit simple quarterly finance reports on their activities (not in Working Advance system).
 - Fund-raising and income generation policy and implementation framework have been established
 - An active Fund-raising Manager has been recruited and a Fund-raising Committee established at headquarters.
 - A baseline study for fund raising/resource mobilisation has been carried out and a report prepared.
 - Effective fund-raising activities at both headquarters. And branch level for both domestic and international resources have been developed.
 - The National Society's income generation activities have become profitable.

4. Humanitarian Values W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Sexual Gender-Based Violence

Tanzania Red Cross, with support from the Federation, has been providing reproductive health activities, including those related to sexual gender-based violence, to a population of 175,000 refugees in Lugufu I & II refugee camps, and Myovosi, Mtabila I & II camps in Kasulu. The programme is multisectoral and involves other NGOs for the benefit of the survivors and community as a whole. Current activities related to sexual gender-based violence include community awareness regarding the causes, prevention and consequences of sexual violence.

Health statistics of reported cases have shown that incidence of sexual violence in all refugee camps to be 3/1,000. However, anecdotal evidence would suggest that this figure is much higher. The level of awareness, attitude and practice for refugees regarding sexual gender-based violence are still low and one of the recurring themes in reports and the anecdotal evidence on sexual gender-based violence is the need to create more awareness as well as sensitivity within the community. Inappropriate facilities in the camps to conduct activities against sexual gender-based violence remain a concern and may be a reason why clients are not willing to report cases. The project will therefore place emphasis on mobilising and sensitising the whole community on reproductive health related to sexual gender-based violence issues.

Overall Goal

The incidence of sexual gender-based violence is reduced among the population in the Lugufu and Kasulu refugee camps.

Programme Objective

The capacity of the National Society to provide support to those affected by sexual gender-based violence is increased.

Expected Result

The National Society and its targeted refugee communities are better informed about and are working to stop sexual gender-based violence.

- Awareness of the refugee communities of Lugufu and Kasulu of the definition, cause, prevention and consequences of sexual gender-based violence has been increased.
- The capacity of service providers to deal with cases of sexual gender-based violence on case management using UNHCR/UNICEF protocol and procedures have been increased.

5. Federation Coordination W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Following the signing of a Cooperation Agreement between the Federation and the National Society in April 1997, the National Society took over responsibility for the implementation of the Refugee Relief Operation. A detailed evaluation of the operation in April 2001 developed a plan of action in which the necessary skills would be transferred to the National Society to enable it fully manage its involvement in the refugee camps by the end of 2002. The presence of the Federation was to be phased down during 2002 and the Country Delegation in Tanzania would only play an advisory, facilitation, support and monitoring role, while the Regional Delegation in Nairobi would offer technical assistance to build the capacity of the National Society in managing a complex operation with over 400 staff and volunteers.

However, following a comprehensive analysis of the 2001 action plan in May/June 2002 and an evaluation in July 2002, it was recommended that although about 80% of the plan had been accomplished, some important issues still had to be addressed such as finance development, governance and management, and networking with external partners such as ECHO and UNHCR. It was therefore recommended that the phase down of the permanent in-country Federation Secretariat support to the Refugee Relief Operation be extended to the end of 2003 with a Head of Delegation and a Field delegate up to the end of 2003, and Finance and Administration and Finance Development delegates up to mid 2003.

The National Society's strategic plan was reviewed and revised in 2001/2002, and a five-year development plan focusing on programmes outside that of refugee assistance developed. However, these programmes still need further development and definition which will require assistance and support from the Federation in 2003. A Cooperation Agreement Strategy for the National Society will be drafted in 2003. The Federation will facilitate a Partnership Meeting in Tanzania during the first

quarter of 2003 to enable the National Society to present its programmes and strategies to potential donors. Finally, the Federation will also assist Tanzania Red Cross to convene a General Assembly in 2003.

The process of integrating the Secretariat's Country Delegation into Tanzania Red Cross is ongoing and will continue to ensure that the delegation becomes fully integrated into the National Society by the end of 2003. The plan to phase down Federation support to the Refugee Relief Operation has provided the opportunity to extend support by both the Secretariat's Country and Regional delegations to other aspects of the National Society's development.

The proposed Federation presence in Tanzania during 2003 will consist of a Head of Delegation for one year, a Field delegate for one year, a Finance Development delegate for six months, and a Finance and Administration delegate for six months. The continued and ongoing reduction in the number of country delegates has necessitated greater support from the Regional Delegation in Nairobi, particularly in the areas of technical assistance, national society capacity building, and advocacy. The Country Delegation in Tanzania will continue to coordinate with bilateral national societies working in Tanzania (currently American Red Cross and Spanish Red Cross) and will assist the National Society to identify appropriate local resource persons and consultants to ensure cost effective programme/project implementation.

Overall Goal

The Federation Secretariat provides coordination, support and assistance through integrated Country and Regional delegations to enable Tanzania Red Cross become a well-functioning national society to serve the vulnerable in Tanzania.

Programme Objective

The Federation through its integrated Country Delegation and Regional Delegation in Nairobi provide coordination, support and assistance to strengthen the capacity of the National Society.

Expected Result

Better coordination within the Movement ensures cost effective programming and activities of the National Society.

- The Federation delegation in Tanzania is completely integrated into Tanzania Red Cross by the end of 2003 and the Refugee Relief Operation is fully managed by Tanzania Red Cross.
- Individual and detailed programme descriptions for Organisational Development, Health and Disaster Preparedness have been developed.
- The programmes/projects of the National Society in Organisational Development, Health and Disaster Preparedness have been effectively implemented.
- Tanzania Red Cross Cooperation Agreement Strategy has been developed.
- A partnership meeting to present new programme proposals for donor support has been convened in Tanzania.
- Support is given to Tanzania Red Cross to convene their General Assembly.
- Effective coordination with bilateral national societies working in Tanzania has been established.
- Appropriate local resource persons and consultants have been identified to ensure cost effective programme/project implementation.

6. International Representation W

Background and achievements/lessons to date

Despite the lack of a legal status agreement in Tanzania, the Federation maintains close dialogue with diplomatic missions, international and national donors, as well as the UN family. The Federation delegation in Tanzania will continue to cooperate with the Regional Delegation in Nairobi to facilitate and coordinate support and assistance from national societies within the Eastern Africa region through

the RC-NET and HIV/AIDS Task Force, organise exchange visits, facilitate the participation of Tanzania Red Cross in relevant international conferences and meetings, and provide support to enable the National Society to register and actively participate in existing country coordination mechanisms. The Federation will also support the National Society to establish and/or strengthen its partnerships with stakeholders such as government ministries and departments, UN agencies, local and international NGOs and organisations.

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 Tanzania Red Cross and in addressing the needs of the most vulnerable, and works on securing a legal status agreement with the government of Tanzania.

Expected Result

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

- The Country Head of Delegation maintains information exchange on humanitarian issues with diplomatic missions in Tanzania.
- The Federation Secretariat effectively participates with Tanzania Red Cross in planning processes and in developing programmes in line with the strategic plan of the National Society, and partners within the government, the UN family and international NGOs are informed of its contributions and experiences on a regular basis.
- Support and advice have been provided to the National Society to influence government decisions to guarantee the provision of services in priority areas such health and disaster management to the vulnerable in Tanzania.
- A Status Agreement is negotiated and signed, with the support of the Tanzania Red Cross.
- The Country Delegation in collaboration with the Regional Delegation in Nairobi support the active participation of Tanzania Red Cross in regional and international networks of the Red Cross and Red Crescent Movement, in particular through the RC-NET, Health and HIV/AIDS Task Force.
- The Country Head of Delegation supports cross-border exchanges and knowledge sharing of Tanzania Red Cross with neighbouring national societies in its core programmes of Health, Disaster Management and Organizational Development
- The National Society is supported to establish and/or strengthen partnerships with local and regional stakeholders.
- Tanzania Red Cross is supported to disseminate strategic international initiatives of the Federation to the Tanzanian public.
- The participation of Tanzania Red Cross in relevant international conferences and meetings is well prepared to be effective and to add value.

<Budget below - [Click here to return to the title page](#)>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.11/2003

Name: Tanzania

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	32,950	84,857	8,823	0	0	126,629
Clothing & textiles	0	0	36,074	0	0	0	36,073
Food	0	0	10,753	0	0	0	10,753
Seeds & plants	0	0	2,104	0	0	0	2,104
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	580,586	0	0	0	580,586
Teaching materials	0	0	4,753	5,318	0	0	10,070
Utensils & tools	0	6,000	14,885	0	0	0	20,885
Other relief supplies	0	0	214,769	0	0	0	214,769
SUPPLIES	0	38,950	948,781	14,141	0	0	1,001,872
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	4,210	0	0	0	4,210
Computers & telecom	3,200	0	46,071	9,000	0	0	58,270
Medical equipment	0	0	3,333	0	0	0	3,333
Other capital exp.	12,000	0	0	0	0	0	12,000
CAPITAL EXPENSES	15,200	0	53,614	9,000	0	0	77,814
Warehouse & Distribution	0	0	86,998	0	0	0	86,997
Transport & Vehicules	0	0	932,549	6,150	0	0	938,698
TRANSPORT & STORAGE	0	0	1,019,547	6,150	0	0	1,025,696
Programme Support	12,798	5,368	353,931	2,573	1,703	0	376,372
PROGRAMME SUPPORT	12,798	5,368	353,931	2,573	1,703	0	376,372
Personnel-delegates	49,000	10,000	350,624	5,000	5,000	0	419,624
Personnel-national staff	0	17,400	1,924,842	2,268	0	0	1,944,510
Consultants	30,000	1,000	0	0	0	0	31,000
PERSONNEL	79,000	28,400	2,275,466	7,268	5,000	0	2,395,134
W/shops & Training	59,500	1,500	63,251	0	17,500	0	141,750
WORKSHOPS & TRAINING	59,500	1,500	63,251	0	17,500	0	141,750
Travel & related expenses	14,000	0	158,672	0	2,000	0	174,671
Information	0	2,250	66,538	0	0	0	68,788
Other General costs	16,400	6,110	505,288	450	0	0	528,248
GENERAL EXPENSES	30,400	8,360	730,498	450	2,000	0	771,708
TOTAL BUDGET:	196,898	82,578	5,445,088	39,582	26,203	0	5,790,349