

Appeal 2004



TANZANIA

Appeal no. 01.07/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

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

	2004
Programme title	in CHF
Strengthening the National Society	
Health and Care	514,012
Disaster Management	126,391
Organizational Development.	488,724
Total	1,129,127²

Please note that objectives, expected results, and activities associated with the Humanitarian Values programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. [<Click here to go to the text>](#)

Please note that objectives, expected results, and activities associated with the Coordination, Cooperation and Strategic Partnerships programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. [<Click here to go to the text>](#)

¹ Identified by blue in the text.

² USD 848,011 or EUR 726,828.

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 stability, the World Bank ranks Tanzania as the third poorest country; 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 the infant mortality rate is at 107 deaths per 1,000 live births.

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



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	~
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 USD), 2000	523	1,690	7,446
People living with HIV/AIDS, adults (% age 15-49), 2001	7.83	9.00	1.20
Refugees (thousands), in/out, 2000	681/~	~	~

Source: UNDP Human Development Report 2002

PPP in this context refers to Purchasing Power Parity

Tanzania is vulnerable to natural disasters, notably floods and drought, with some regions being particularly drought-prone. Conflict and instability in neighbouring countries³ has produced a large influx of refugee movements into Tanzania. The country hosts the largest refugee population in Africa, estimated at 520,000 and 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 recent peace initiatives there appears to be little sign of any significant repatriation of the refugees in the near future. The risk of insufficient resources to support these refugees continues.

³ Democratic Republic of Congo, Burundi and Rwanda

Red Cross and Red Crescent Priorities

Movement⁴ Context

The phasing out of the Federation Country Delegation continued in 2003. Given the existence of a long-term (2003-2007) strategic development plan for the Tanzania Red Cross National Society, a Cooperation Agreement Strategy (CAS) will be developed in 2004 with the assistance of the Federation. In line with this plan, current support to the national society by Movement partners includes:

- ICRC - national tracing programme, dissemination, conflict preparedness, and water and sanitation in Zanzibar;
- American Red Cross - African Women's Initiative (AWI) which focuses on capacity building, health and branch development in the Kigoma region;
- Swedish Red Cross - Lake Victoria Initiative, a long-term sub-regional programme to improve the life of the people in the Lake Victoria Basin through the development of programmes addressing the poverty related sectors of health and care, disaster preparedness, risk reduction and self reliance. The Red Cross Societies of Tanzania, Kenya and Uganda will develop a 10-year programme under the initiative with the assistance and support of the Federation and ICRC;
- Swedish Red Cross – support for twinning in Mwanza branch;
- Spanish Red Cross – support for branch development activities in north-western Tanzania; and,
- Spanish Red Cross – preparing to assume support to the Tanzania Red Cross under the Refugee Relief Operation (to be handed over by the Federation on 1 January 2004).

Primary support from the Movement in 2003

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organizational Development	Other
ICRC	xx		xx			Xx
Federation *	xx		xx	xx	xx	
American Red Cross	xx				xx	

*Federation support comes from National Red Cross Societies of Sweden, Canada, Great Britain, Norway, Finland, Germany, the Netherlands, Iceland and Japan.

National Society Strategy/Programme Priorities

The **Tanzania Red Cross 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 more than 190,000 refugees in five camps in the Kigoma Region: 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.

⁴ 'Movement' refers to the International Red Cross and Red Crescent Movement

Tanzania Red Cross Society at a glance

	Year	Comment
Statutes	1985	Last updated in 1985. Further revision is planned to ensure the constitution remains relevant
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 2004. <Click here to access the Strategic Framework document>
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 Appeal for Tanzania
Elections	2000	A General Assembly is planned for 2004
Yearly audit	2001	It is planned that an Annual Audit is carried out per Federation standards

During the strategic planning process and drafting of its five-year development plan, the Tanzania Red Cross undertook structural changes at headquarter level in which four core departments of Health, Finance, Disaster Management and Organisational Development were established and each respective Director recruited to provide a holistic approach to achieving its core activities. The strengthening of governance and management is an ongoing need and a strategic priority, as is the strengthening of financial management systems and structures that are 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. 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 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 their coping mechanisms.

Health is a major component of the Refugee Relief Operation; the establishment of a functioning health department was 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 Federation Eastern Africa Regional Delegation (Nairobi). The plan will be piloted in six branches of and has been integrated into the overall five-year plan of the Tanzania Red Cross, and the African Women's Initiative programme which focuses on Kigoma, 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.

Strengthening the National Society

Health and Care

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Background and achievements/lessons to date

Health Department

Health was identified as core activity in the Tanzania Red Cross strategic plan, and the strengthening of the national society health department established in 2003 remains a priority. The Regional Delegation in coordination with the Country presence will continue to provide technical support to this end together with the American Red Cross who has funded the recruitment of a Director of Health and other key health staff/personnel under the African Women's Initiative. Community based health promotion activities will be initiated in 2004 in line with ARCHI 2010⁵ through trained Red Cross coaches.

HIV/AIDS

The 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 and plans to extend these activities to the local population living in the vicinity of the Lugufu camps in 2003/4. Activities include the formation of AIDS Advisory Committees in each camp; awareness campaigns conducted by Community Services and Health Information Teams; STD/HIV/AIDS training 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 is provided to the refugees and the surrounding local community.

In Dar-es-Salaam, the Tanzania Red Cross 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.

The national society implemented a 10-year (1989-2000) HIV/AIDS health education and social support project in Kager, through the support 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, the 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 drafted a five-year HIV/AIDS strategic plan in 2002, and plans to implement 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. The programme will run for five years 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.

⁵ ARCHI – African Red Cross and Red Crescent Health Initiative 2010 builds on its strength: a Red Cross and Red Crescent presence in each of 53 countries in Africa and, in all, more than 2 million volunteers. The overall goal of ARCHI 2010 is to make a major difference in the health of vulnerable people in Africa. Refer to <http://www.ifrc.org/what/health/archi/>.

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 PLWHA⁶ in the community where advocacy will be carried out to reduce stigma and discrimination both within the community and at the work place. 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.

[<Click here to access the five-year HIV/AIDS planning document>](#)

Masasi Integrated Health and Care Project

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 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, rainwater harvesting systems, and an earth dam have been constructed under a water and sanitation project. Latrine construction through community mobilisation and environmental health projects has also been implemented. This project like many others in the region began as a relief operation funded by ICRC; it is now necessary to move to the development phase since the emergency phase is over.

In 2003, the Regional Delegation Health and Care Support Unit developed a 'seed project' concept to support an integrated approach to community health needs for Masasi branch using the ARCHI 2010 approach. Under this concept, small scale interventions/activities once established can be significantly 'scaled up' to meet the needs of the beneficiaries and national societies and a longer term and expanded project proposal developed incorporating health, water/sanitation, HIV/AIDS and Organizational development/Capacity Building components intended to promote the development of national societies by targeting less active Red Cross branches not involved in relief activities.

In 2003 funding was made available through the Australian Red Cross to carry out a 6 month 'seed project'; it incorporates water, sanitation, health and HIV/AIDS through a community-based approach to provide sustainable improvement in the health and well-being for 2,275 beneficiaries in Nyanganga in Masasi District. The community needs and capacities were assessed and baseline data established so that the impact of the project can be measured at the end of the first phase (6 months) and a 3-year project (2004 to 2006) drafted.

Goal: While improving the overall health through it's programming in targeted communities, the capacity of Tanzania Red Cross in Health is strengthened.

Objective: The Federation Secretariat through its Country presence and Regional Delegation 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 and related projects for this objective are

1. The capacity of Tanzania Red Cross' health department in implementing health programmes and activities has been strengthened.
2. The Federation Secretariat through its Country and Regional delegations has provided technical support and assistance to Tanzania Red Cross to reduce the incidence of HIV/AIDS infections among the population in six pilot regions by the end of 2007.
3. The health and well-being of approximately 40,000 community members (8,000 households) living in 14 locations in Masasi District, Tanzania has improved in a sustainable manner through an integrated health and care project incorporating water, sanitation, health and HIV/AIDS activities by the end of 2006.

⁶ PLWHA – Persons living with HIV/AIDS

Expected results	Indicators to measure results	Risk / Assumptions	Activities planned to meet results
<p>1. The capacity of Tanzania Red Cross' health department in implementing health programmes and activities is strengthened.</p>	<ul style="list-style-type: none"> - Health policy document and strategy Health director and assistants in post - Numbers of technical missions carried out, training workshops and network meetings held, IEC materials developed, community based health activities established, beneficiaries, and timely reports submitted to donors/ partners 	<ul style="list-style-type: none"> - Existence of national society programmes - Availability of adequate funding, required Federation support and committed senior Tanzania Red Cross management and Red Cross volunteers - Communities willing to participate in health promotion activities 	<ul style="list-style-type: none"> 1.1 Draft health policy for board approval 1.2 Recruit and train staff 1.3 Procure equipment and vehicle 1.4 Submit plans/ project proposals 1.5 Draft MoU signed by the Federation and NS 1.6 Produce IEC materials. 1.7 Conduct BCA/VCA 1.8 Design community based projects 1.9 Implement, monitor and evaluate
<p>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 by the end of 2007.</p>	<ul style="list-style-type: none"> - 200,000 in-school youth, 200,000 out of school and women reached - 2,000 Pleas benefit from home based and community care - Membership on national, regional and district country coordination mechanisms - Number of on-going programmes - Quality narrative and financial reports Number of PLWHA associations collaborating with Tanzania Red Cross 	<ul style="list-style-type: none"> - Availability of adequate funding, committed volunteers, continued technical support and assistance and activities to ensure collaboration. - Presence of Red Cross in regional and local branches 	<ul style="list-style-type: none"> 2.1 Conduct BCA/VCA 2.2 Design, implement, evaluate programmes 2.3 Mobilize, recruit and train peer educators and implement, monitor and evaluate peer education programme 2.4 Initiate coordinating mechanisms at all levels 2.5 Hold briefings on Red Cross' Principles, role, and priorities in HIV/AIDS prevention and care 2.6 Convene and conduct regular meetings with PLWHA associations 2.7 Draft and sign MoU between stakeholders

Expected results	Indicators to measure results	Risk / Assumptions	Activities planned to meet results
<p>3. The health and well being of approx. 40,000 beneficiaries or 8,000 households living in 14 locations in Masasi District, Tanzania is improved in a sustainable manner through an integrated health and care project incorporating water, sanitation, and health and HIV/AIDS activities by the end of 2006.</p>	<ul style="list-style-type: none"> - Base line survey in the 14 target communities - 80 PHAST⁷ volunteers trained and teams established - 2,040 beneficiaries trained in PHAST - 40 community members trained in the construction of 5,800 sanplats - IEC materials produced - Reduced morbidity of diarrhoea, malaria, bilharzia, HIV/AIDS. - Immunization coverage children <2 years increased - Community management systems strengthened - Hygiene behaviour improved. - 24 peer HIV/AIDS educators trained - 15 boreholes constructed and/or rehabilitated each fitted with a hand pump in 5 villages - 32 shallow wells constructed each fitted with a hand pump in 4 villages - 1 sub surface dam constructed - 1 gravity fed system established - 1 earth dam constructed - Number of health promotion sessions conducted, trained in operation and maintenance of water supply system, local masons trained, community members trained in financial management, and volunteers recruited and trained - Coaching system, network of volunteers, income generating activities established - Red Cross is recognized as an integral part of community interventions within established partnerships 	<ul style="list-style-type: none"> - Availability of adequate funding and volunteer - Communities cooperative and willing to participate in health promotion activities 	<ul style="list-style-type: none"> 3.1 Conduct baseline surveys 3.2 Using the PHAST approach, conduct specific campaigns Develop IEC materials Teach community members how to re-impregnate mosquito nets 3.3 Mobilize communities to improve immunization coverage for children < 2 years 3.4 Train peer educators to scale up HIV/AIDS information 3.5 Cast sanplats and train community in casting of sanplats 3.6 Construct and rehabilitate boreholes and shallow wells fitted with hand pumps, and sub surface dams and establish a gravity fed system and construct an earth dam 3.7 Conduct health promotion sessions 3.8 Conduct training in operation and maintenance of various water supply systems, of local masons in casting of sanplats and on lining latrine pits and community members in financial management 3.9 Recruit and train volunteers, establish coaching system and a network of volunteers 3.10 Invest in property etc. as an income generating activity - Involve the government through the District health and water ministries 3.11 Regular representation of the branch at local ICC and involvement of RC volunteers in all social mobilisations activities

[*<Click here to access the Logical Framework Planning Matrix document for Health and Care>*](#)

⁷ PHAST – Participatory Hygiene and Sanitation Transformation

Disaster Management

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Background and achievements/lessons to date

Disaster Preparedness

The Tanzania Red Cross is active in responding to disasters in Tanzania. In cooperation with the Federation, the national society has undertaken a number of 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 U.S. Embassy bombing in Dar-es-Salaam in 1998; and the train crash near Dodoma in 2002.

The bombing of the U.S. 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 a major emergency 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. Key national society personnel have been trained in and are members of the Federation’s Regional Disaster Response Team (RDRT).

The 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, the national society assisted by the Federation, is exploring 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 Tanzania Red Cross 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:

- 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 the Tanzania Red Cross will be part of the newly proposed Great Lakes strategy on political disturbances and population movement.

Continued technical support from the Regional Delegation in Disaster Preparedness, Logistics, Health and Information will be required to strengthen the Tanzania Red Cross Disaster Management Unit. 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.

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.

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

Expected Result and related projects for this objective are

1. The capacity of Tanzania Red Cross in Disaster Preparedness has been strengthened.

Expected result	Indicators to measure results	Risk Assumptions	Activities planned to meet results
1. Tanzania Red Cross capacities in Disaster Preparedness are strengthened.	<ul style="list-style-type: none"> - BCA/VCA conducted in all branches - Approved National DP/R Policy and contingency plan -Number of teams set up, training programmes carried out, staff, communities and volunteers trained - Amount in local DP/R fund bank account and materials in warehouse - Workshop conducted -Number of beneficiaries, appeals and contingency plans developed, vulnerable communities reached and trained, collaborative activities carried out and type of intervention activities carried out by trained communities - Amount and type of information provided 	<ul style="list-style-type: none"> - Availability of adequate funding and volunteers - The Tanzania Red Cross convene regular board meetings - Availability of local donors willing to support local fund and communities cooperative and willing to participate - Availability of relevant information on all types of disasters - Willingness and readiness of stakeholders to cooperate 	<ul style="list-style-type: none"> 1.1 Train and equip identified/selected communities and volunteers 1.2 Draft DP/R policy and plan for board approval and disseminate to branches and partners 1.3 Design, implement and evaluate training programmes 1.4 Submit timely reports 1.5 Set up Task Force for DP/R fund raising 1.6 Appeal for funds and materials 1.7 Draft appeals and contingency plans 1.8 Monitor and evaluate 1.9 Assess and document disasters 1.10 Conduct and convene stakeholder meetings 1.11 Carry out joint planning and training sessions.

[*<Click here to access the Logical Framework Planning Matrix document for Disaster Management>*](#)

Humanitarian Values

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Background and achievements/lessons to date

Promotion of Red Cross / Red Crescent principles

The conclusions of RC-NET and annual regional partnership meetings over the last three years have focused on the fact that advocacy, promotion of humanitarian values, public awareness and fundraising remained a high priority for all Eastern African national societies served by the regional delegation Nairobi.

The regional information unit continued to encourage its counterparts to promote the Movement's values in their own national societies to become a catalyst for positive behaviour change in communities. The close co-operation with the ICRC is a guarantee for Movement co-ordinated approach in the field of information, dissemination and promotion of humanitarian values. A video highlighting the work of the

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national society in the refugee camps was produced in 2003 with assistance from the ECHO⁸ and shared with partners in the region and the Federation Secretariat Media Service.

The Tanzanian counterpart is a member of the regional Communications Forum, a regional network of national society communications officers supported by both the ICRC and the International Federation. The regional information unit will continue to enhance co-ordination, assistance and coaching activities to strengthen national society's capacities to ensure professional activities at national level. The aim is also to provide a regular flow of information between national societies, the regional delegation and the strategic communications unit of the Geneva Secretariat. The annual regional Communications Forum will be used for regional planning as well as the platform for developing common regional and/or sub-regional campaigns.

Exchanges with the Tanzania Red Cross information unit were made difficult by the counterpart's lack of direct email address. Over this appeal period the regional information unit and the communications Forum will seek to improve this situation. It was also agreed that more coaching activities by the regional information delegate would contribute to a better performance of the Tanzania Red Cross counterpart.

Goal: Red Cross / Red Crescent principles and humanitarian values are known and respected throughout the region; discrimination against vulnerable groups is reduced.

Objective: Tanzania Red Cross information unit is an active member of the regional Communications Forum; developed its potential to respond to humanitarian emergencies; and increased the capacity of its national society to promote Red Cross / Red Crescent principles and Humanitarian Values in the Eastern Africa region

Expected Result

1. The development and capacity building of the Tanzania Red Cross information unit to meet minimum technical, professional and human resources standards as approved by the RC-NET has been completed by the end of 2004.

Expected result	Indicators to measure results	Risk / Assumptions	Activities planned to meet results
1. The development and capacity building of the Tanzania Red Cross information unit to meet minimum technical, professional and human resources standards as approved by the RC Net has been completed by the end of 2004.	<ul style="list-style-type: none">- Communications Forum (CF) report- Customized Job Description adopted- Articles, news releases, publications- Adequate equipment in place- Media coverage- Federation (and other) web site- Participation in the regional writing/photo competition- Adequate equipment and email connections are in place.	<ul style="list-style-type: none">- Tanzania Red Cross commitment to strengthen their information unit- Sufficient funding available	<ul style="list-style-type: none">1.1 Tanzania Red Cross information officer participates in the regional Communications Forum and its Task Force.1.2 Tanzania Red Cross information officer contributes with articles (covering the NS activities and response to emergencies) towards the regional network.1.3 Purchase of adequate equipment for the Tanzania Red Cross information unit.

[<Click here to access the Logical Framework Planning Matrix document for Humanitarian Values>](#)

⁸ ECHO – European Community Humanitarian Office

Organizational Development

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Background and achievements/lessons to date

Organizational Development Department

The Tanzania Red Cross has undergone a significant change process since 2001 guided by Strategy 2010⁹, 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, the 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 Organizational Development.

The responsibilities of the Organizational Development department will be to review and adopt 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 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 Price Waterhouse Coopers 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 supported by the Federation and partly funded by the German Red Cross is currently ongoing. In addition, funding secured from the Federation Capacity Building Fund has enabled the national society to purchase and install computer equipment and "Navision Attain" finance software. The new financial software, one computer server and four workstations have been networked in the national society finance department and finance personnel trained in its operation. The first phase of the Finance Development Project has been completed 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 (AWI) project was also an important step in strengthening the national society's finance department.

However, the Tanzania Red Cross Regulation Manual (including Financial Regulations) is still under preparation and will be cascaded into the Regional Offices and the branches as appropriate. The establishment and strengthening of Financial Management in the regions and district branches will be given priority for the next few years in line with the Tanzania Red Cross five-year strategic plan. It is expected that the branches will implement more activities in future and this will require more resources. The Tanzania Red Cross Head Office will therefore need to raise the necessary funds to improve the capacity of regional committees in accounting and treasury management.

There have been a number of constraints such as end of contract of the Director of Finance and Administration; replacement will be in place in October 2003 funded by the AWI project being supported by the American Red Cross.

⁹ Strategy 2010 is the International Federation's guiding framework for the decade 2000 to 2010. This overall strategy identifies the following four CORE areas as the cornerstones upon which the International Federation will continue to build its collective expertise and reputation: humanitarian values; disaster preparedness; disaster response; and health and care in the community. Refer to <http://www.ifrc.org/who/strategy.asp>

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Following significant losses during 2003 and an internal audit, the Solid Waste project of the Tanzania Red Cross in Dar-es-Salaam was closed. This project involved the collection of solid waste from some markets in Dar-es-Salaam and transporting it to city dumps. However, given the lessons learnt in the original project a Solid Waste project has been established in Arusha and appears to be working well. This type of project generated significant income for the national society and efforts will be made during 2004 to revive the project in Dar-es-Salaam.

Commercial first aid (CFA) is another initiative in resource mobilization, which the national society is positive to implement. With the support of USAID, the firm of Deloitte & Touche conducted a feasibility study for commercial first aid for the Tanzania Red Cross in 2003 and will be used to guide the national society to set up activities in this sector. Five Regional Offices have been selected as pilot projects for the coming year. Some seed funds are needed to initiate the project.

The responsibility for fund-raising for Tanzania Red Cross programmes/projects has largely been undertaken by the Federation or Bilateral donors. It is expected that the Tanzania Red Cross will make significant efforts to increase their capacity to raise funds for programmes/projects in 2004 and beyond. The Organisational Development department in cooperation with the Finance department will be fully involved in the area of resource mobilization and income generation.

The Tanzania Red Cross will need to reformulate their Income Generation activities to ensure that these are a permanent feature of the national society in order to provide a significant contribution to its survival and financial self-reliance. 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 the national society can engage in without tarnishing its image. In addition, a base line study will be carried out to ensure the national society undertakes effective and relevant fund raising/resource mobilization initiatives.

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

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

Expected Results and related projects for this objective are

1. Tanzania Red Cross has the capacity to plan and implement activities in response to the assessed needs of the vulnerable in Tanzania.
2. The financial management, fund-raising and income generating/resource mobilisation capacity of Tanzania Red Cross has been improved.

Expected results	Indicators to measure results	Risk / Assumptions	Activities planned to meet results
<p>1. Tanzania Red Cross has the capacity to plan and implement activities in response to the assessed needs of the vulnerable in Tanzania.</p>	<ul style="list-style-type: none"> - Policies and strategies developed, approved and disseminated to branches - Database developed and in use - Branch Capacity Assessment (BCA) carried out in all regional branches - Number of training programmes conducted, governance members, staff and volunteers trained. - Positive gender audit results - Increased public awareness - Annual report produced 	<ul style="list-style-type: none"> - The Tanzania Red Cross has the political will and commitment - Board meetings will be held - Availability of adequate funding and trained staff/volunteers 	<ul style="list-style-type: none"> 1.1 Set up committee/task force to draft policies 1.2 Train branches in collecting data and collect information on volunteer/ membership 1.3 Produce more of existing Kiswahili BCA tools 1.4 Conduct BCAs and develop branch profiles 1.5 Assess training needs - Design, implement, monitor and evaluate training programmes 1.6 Conduct annual baseline gender audits and carry out gender training for governance 1.7 Share reports on activities with partners and general public 1.8 Conduct information dissemination activities 1.9 Draft and Submit annual report for board approval and disseminate to branches and partners.
<p>2. The financial management, fund-raising and income generating / resource mobilisation capacity of Tanzania Red Cross is improved.</p>	<ul style="list-style-type: none"> - Number of current and new donors extending - Timely and comprehensive reports submitted - Financial Regulations and reporting systems in Regional Offices with staff having knowledge and skills in Financial Regulations/ reporting - Baseline study conducted and report submitted - Fund raising and income generation policy/ implementation framework drafted - Fund raising manager in place and Fund Raising Committee established - Number and types of activities - Amount of money/resources raised - CFA established in five pilot regions - Bank statements 	<ul style="list-style-type: none"> - Availability of adequate funding, Volunteers, seed fund, domestic/ international donors - Donors/stakeholders will provide formats and feedback for reporting - NS staff will receive training in the use of reporting formats - Board meetings held - Regional Committees will perform their supervisory roles -NS committed and fully supported by senior management, leadership and governance - Favourable market - Reduced costs and increased revenue - Satisfied clients 	<ul style="list-style-type: none"> 2.1 Submit timely and comprehensive reports and disseminate to stakeholders 2.2 Train staff on use of reporting formats 2.3 Complete and approve Financial Regulations and reporting systems 2.4 Train branch staff and volunteers on Financial Regulations and reporting systems and branches in narrative and financial reporting 2.5 Appoint consultant for fund raising/income generation policy 2.6 Recruit Fund raising manager and draw up strategies/activities for fund raising and seed fund sources Identify and carry out income generation activities 2.7 Open bank accounts 2.8 Conduct annual audit. 2.9 Monitor and evaluate

[<Click here to access the Logical Framework Planning Matrix document for Organizational Development>](#)

Coordination, Cooperation, and Strategic Partnerships

Effective Representation and Advocacy

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Background and achievements/lessons to date

Following the signing of a Cooperation Agreement between the Federation and the Tanzania Red Cross in April 1997, the national society assumed responsibility for the implementation of the Refugee Relief Operation. A detailed evaluation of the operation in April 2001 led to the development of a plan of action in which the necessary skills would be transferred to the national society to enable it to fully manage its involvement in the camps by the end of 2002. The presence of the Federation in Tanzania was to be reduced during 2002; the country delegation would only play an advisory, facilitation, support and monitoring role, while the Regional Delegation would offer technical assistance to build the capacity of the national society to manage a complex operation with over 400 staff and volunteers.

Based on a comprehensive analysis of the 2001 action plan in May/June 2002 and an evaluation in July 2002, it was highlighted that although about 80% of the plan had been accomplished, some important issues still had to be addressed: finance development, governance and management, and networking with external partners such as ECHO and UNHCR. It was therefore recommended that the timeline for the phasing out of the permanent in-country Federation Secretariat support to the Refugee Relief Operation be extended to the end of 2003. In line with Strategy 2010 and the ongoing Change Process within the region, there have been discussions with the Spanish Red Cross to take over the responsibility of this Operation from the Federation from 1 January 2004. It is planned to continue with a permanent in-country Federation presence up to at least the end of 2004 for the purpose of coordination and to support the national society to develop programmes in health and care, disaster preparedness, organizational development and humanitarian values.

The national society's strategic plan was reviewed and revised in 2001/2002; a five-year development plan was developed, focusing on programmes outside that of refugee assistance. However, these programmes still need further development and definition that will require assistance and support from the Federation. A Cooperation Agreement Strategy for the national society will be drafted in 2004. The Federation will facilitate a Partnership Meeting in Tanzania during the first quarter of 2004 to enable the Tanzania Red Cross to present its programmes and strategies to potential donors. Finally, the Federation will also assist the Tanzania Red Cross to convene a General Assembly in 2004.

The process of integrating the Secretariat's Country Delegation into Tanzania Red Cross continued in 2003; the planned phase out of 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 reduction in the number of country delegates has necessitated greater support from the Nairobi Regional Delegation particularly in the areas of technical assistance, national society capacity building, and advocacy. The Federation Country presence in Tanzania will continue to coordinate with bilateral partner national societies working in Tanzania (currently, American Red Cross and Spanish Red Cross) and will assist the Tanzania Red Cross to identify appropriate local resource persons and consultants to ensure cost effective programme/project implementation.

Goal: The Federation Secretariat provides coordination; support and assistance through its Country presence and Regional delegation to enable Tanzania Red Cross become a well-functioning national society to serve the vulnerable in Tanzania.

Objective: The Federation through its Country presence and Regional Delegation in Nairobi provide coordination, support and assistance to strengthen the capacity of the national society.

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Expected Result and related projects for this objective are

1. Better coordination within the Movement ensures cost effective programming and activities of the national society.

Delegation Management

Federation support to the Tanzania Red Cross regarding the Refugee Relief Operation will be phased out by the end of 2003; the Spanish Red Cross will assume responsibility for this operation on 1 January 2004.

It is planned that there will continue to be a permanent in-country Federation presence at least up to the end of 2004 for the purpose of coordination and to continue to support the Tanzania Red Cross to develop programmes outside of the Refugee Relief Operation. The country presence will consist of an expatriate Federation Representative (Delegate), and an assistant to the Federation Representative, a Finance Officer, and a driver who are all local staff.

For further information please contact:

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.07/2004

Name: Tanzania

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	2,200	0	0	0	0	0	2,200
Clothing & textiles	2,800	0	0	0	0	0	2,800
Food	19,050	0	0	0	0	0	19,050
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	7,861	0	0	0	0	0	7,861
Medical & first aid	43,800	0	0	0	0	0	43,800
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	10,500	0	0	0	0	0	10,500
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	86,211	0	0	0	0	0	86,211
Land & Buildings	0	0	0	0	0	0	0
Vehicles	44,400	0	0	0	0	0	44,400
Computers & telecom	3,219	0	0	4,000	0	0	7,219
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	47,619	0	0	4,000	0	0	51,619
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	24,500	6,700	0	28,075	0	0	59,275
TRANSPORT & STORAGE	24,500	6,700	0	28,075	0	0	59,275
Programme Support	33,411	8,215	0	31,767	0	0	73,393
PROGRAMME SUPPORT	33,411	8,215	0	31,767	0	0	73,393
Personnel-delegates	0	0	0	175,500	0	0	175,500
Personnel-national staff	100,103	33,932	0	59,412	0	0	193,447
Consultants	4,420	14,000	0	15,000	0	0	33,420
PERSONNEL	104,523	47,932	0	249,912	0	0	402,367
W/shops & Training	41,190	37,750	0	63,000	0	0	141,940
WORKSHOPS & TRAINING	41,190	37,750	0	63,000	0	0	141,940
Travel & related expenses	25,808	300	0	27,270	0	0	53,378
Information	43,500	16,500	0	13,600	0	0	73,600
Other General costs	107,250	8,994	0	71,100	0	0	187,344
GENERAL EXPENSES	176,558	25,794	0	111,970	0	0	314,322
TOTAL BUDGET:	514,012	126,391	0	488,724	0	0	1,129,127