

Appeal 2004



EAST AFRICA SUB-REGIONAL PROGRAMMES

Appeal no. 01.08/2004

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

Programme title	2004 in CHF
Strengthening the National Societies	
Health and Care [Kenya] - [Rwanda] - [Uganda]	693,906
Disaster Management [Kenya] - [Rwanda] - [Uganda]	716,545
Organizational Development [Kenya] - [Rwanda] - [Uganda]	546,870
Coordination, Cooperation, and Strategic Partnerships	
Coordination and Implementation [Kenya] - [Rwanda] - [Uganda] – [East Africa sub-region]	258,358
Total	2,215,676²

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 for Rwanda>](#)

[<Click here to go to the text for Uganda>](#)

¹ Identified by blue in the text.

² USD 1,664,045 or EUR 1,426,248.

Sub-Regional Context

The Eastern Africa region is one of the most vulnerable and disaster prone in Africa. It suffers from both natural and man-made disasters, ranging from conflict, population movement, food insecurity, epidemics, political instability, poverty and economic recession. The three countries under the regional office for East Africa share political and economic characteristics and have at the same time country specific profiles. The table below on the human development indicators for these countries and the wider continent provide a glance of the situation.

Conflict and political instability in the Great Lakes region has taken a truly regional scope in both character and consequence in the recent years. Neighbouring states have either been actively involved in the long-running wars - and particular that in Democratic Republic of Congo (DRC) - or have been directly affected as populations move across the borders. Armed non-state actors have also taken advantage of the porous borders, seeking safe havens, protection or advantageous alliances with other states to continue rebellion in their own countries. A regional perspective is thus essential and without a truly regional peace that resolves issues fundamental to the conflict both within and between countries, the cycle of violence will not be broken and the humanitarian needs will continue to grow.

Despite close historical links between Uganda and Rwanda, the two countries have continued to disagree following ill-feeling after their involvement in the ongoing conflict in the DRC. Among the consequences have been a lot of political obstacles to the repatriation of Rwandan refugees from Uganda. The instability caused by the civil war in Sudan has frequently spilled over the borders and into Uganda, causing strained relations between the two countries with each accusing the other of supporting rebel groups fighting their respective governments - Uganda for supporting the Sudan Peoples Liberation Army, while Sudan for backing the Lord's Resistance Army.

The governments of Rwanda and Burundi both face rebel groups operating from the DRC. The Burundi government has to constantly fending off Hutu militias, while the political developments in Burundi have a direct impact on the situation in Rwanda. This has motivated the Rwanda government to play an active role in supporting efforts towards the peace process in Burundi.

Terrorism has added a new dimension which has had a very negative impact on the economies of the countries in the sub-region. Kenya has suffered two attacks, the first in 1998 in which the bombing of the U.S. Embassy in Nairobi led to over 200 deaths, and the second in 2002 in which a tourist hotel in Mombasa was bombed.

Human Development Indicators at a Glance:

	Kenya	Rwanda	Uganda	Sub-Saharan Africa	World
Life expectancy at birth (years)	50.8	40.2	44.0	48.7	66.9
Adult literacy (% age 15 and above), 2000	82.4	66.8	67.1	61.5	-
Adult literacy (female as % of male), 2000	86.0	82.0	73.0	77.0	-
Combined primary, secondary and tertiary gross enrolment ratio (%), 1999	51.0	40.0	45.0	42.0	65.0
GDP per capita (PPP USD), 2000	1,022	943	1,208	1,690	7,446
Persons living with HIV/AIDS, adults (% age 15-49), 2001	15.0	8.9	5.0	9.0	1.2
Refugees (thousands), in/out, 2000	206 / 1	28 / 118	237 / 29	- / -	- / -

Source: UNDP Human Development Report 2002

PPP in this context refers to Purchasing Power Parity

Kenya

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National Context

Kenya went through a general election in December 2002 in which a new government of the National Rainbow Coalition (NARC) led by President Mwai Kibaki came to power after 24 years of uninterrupted rule by former President Daniel Arap Moi. The new regime inherited a run-down infrastructure, weak and corrupt institutions, and one of Africa's worst performing economies as a result of mismanagement and bad governance by the previous government. As one of its cornerstones to recovery, the NARC government has committed to a reformist agenda with the aim of reviving Kenya's moribund economy. Although it has not fulfilled its overoptimistic promise to carry out the main parts of its agenda within 100 days, NARC has made good progress in all key areas, leaving little doubt of its genuine intention to comprehensive political and economic reform.



The international community has welcomed the smooth transition of power and Mr. Kibaki's promise of fundamental economic reforms and efforts to combat corruption. There are good prospects of normalising relations with World Bank and IMF which would open up the resumption of external assistance. The new regime has also pledged to promote regional economic integration through the East Africa Community and to seek an end to the political instability in the Horn of Africa that has caused banditry and an influx of refugees in north-eastern Kenya.

Kenya's population is estimated to be 28.7 million people and is heavily concentrated in the central and western regions that have fertile agricultural land. Poverty levels are very high with 52.3% of the population below the poverty line; there is also a wide income disparity with only 20% of the population controlling 55% of the income while the poorest in the rural areas receive only 3.5% of the rural income base. At present 53% of the population have access to safe water. Despite a high government spending on education (8% of GDP) most indicators show a declining trend in educational standards with wide regional and gender disparities. These factors all feature high in the causes of morbidity and mortality, but the introduction of free education by the NARC government is expected to improve the situation in the longer term.

The rapid spread of HIV/AIDS in Kenya poses a great threat to the health of the nation with very significant effects on the demographic, social and economic aspects of the population. It is estimated that more than 2.1 million people are infected with HIV/AIDS in Kenya; 20.2% of the workforce will be lost to the pandemic and the number of HIV/AIDS orphans will exceed 1.5 million by the year 2005. The extended family has traditionally fostered orphaned children but their growing numbers has overwhelmed this traditional care structure, greatly stretching the family resources. The continued rise in HIV infection rate also puts an already stretched health care system under severe strain. The high cost of AIDS care and the loss of earnings for the patient's family reduce their ability to cover basic needs such as health care and education. The only good news is that anti-retro viral drugs are now available in the country.

Red Cross and Red Crescent Priorities

Movement³ Context:

The Federation Secretariat assists the national society in its organizational development, capacity building and HIV/AIDS activities including assistance to the home-based care programme for PLWHA⁴.

The Kenya Red Cross Society has established development contracts with bilateral partners covering the major part of its priority areas for 2003. These are the Norwegian, Spanish and French Red Cross Societies in Health; and the Danish Red Cross in Disaster Management. Branch development and decentralisation under the national society's Organizational Development department is supported by Swedish Red Cross and additional assistance is expected from the ICRC in collaboration with the Federation in the areas of conflict-related disaster preparedness, dissemination, capacity building and tracing and reunification. The American Red Cross has been supporting the national society's mass measles immunisation campaign. Upon the request of the national society, the Federation launched Emergency Appeals⁵ in 2002 and 2003. As well, an allocation was received from the Federation Capacity Building Fund to support the national society's financial development process.

Primary support from the Movement in 2002-03

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organizational Development
ICRC	xx	xx	xx	xx	
Federation	xx	xx			xx
French Red Cross	xx				
Swedish Red Cross		xx		xx	xx
Norwegian Red Cross	xx				
Danish Red Cross		xx	xx		
Spanish Red Cross		xx	xx		
American Red Cross	xx	xx			xx
German Red Cross	xx	xx			xx
British Red Cross	xx				
Libyan Red Cross		xx			
Australian Red Cross	xx				
Canadian Red Cross		xx			
Finnish Red Cross		xx			
Japanese Red Cross		xx			
Iranian Red Cross		xx			
Monaco Red Cross		xx			

National Society Strategy/Programme Priorities:

The overall priority for the **Kenya Red Cross Society** is to improve its headquarter and branch capacity, and to secure adequate human and financial resources to enable it provide timely and effective services to the needs of the most vulnerable while upholding the fundamental principles of the International Red Cross and Red Crescent Movement.

In pursuit of its vision of assisting vulnerable communities and in line with the Federation's Strategy 2010, the **Ouagadougou Declaration** and the Government of Kenya development priorities, the national society's core areas of activity are in the fields of health, disaster management, organizational development, and promotion of humanitarian values. The national society expects advisory support and capacity building assistance from the Federation for 2003 in these four core areas, to include HIV/AIDS and water and sanitation under health, and with a focus on an organizational development programme.

³ 'Movement' refers to the International Red Cross and Red Crescent Movement

⁴ PLWHA – Persons living with HIV/AIDS

⁵ Emergency Appeal number 14/2002: Kenya Floods (launched in May 2002); and Emergency Appeal number 12/2003: Kenya Floods (launched in May 2003)

Through its large network of branches and volunteers, the Kenya Red Cross is a key player in the country's attempts to reverse calamities that affect an increasing number of vulnerable people. The vision of the national society is to be the leading humanitarian organization in the country, delivering excellent quality service to prevent and/or alleviate the suffering of the most vulnerable.

The national society has 53 branches most of which have concentrated their activities on humanitarian and relief operations. They also run first aid training activities to both the communities and the corporate sector. A number of the older and larger branches are very well established and have fixed assets that will ensure their sustainability. Branch activities include dissemination of the principles of the International Red Cross and Red Crescent Movement, disaster preparedness and response, community and commercial first aid, women development activities, water and sanitation, protection of the environment, a number of programmes for street children, and (in a few instances) fund raising programmes. About half of the members in most branches are active volunteers, mostly youth out of school looking for employment opportunities, and led by vibrant youthful committees full of ideas and energy. Their main activities are environmental conservation, community services, community first aid training, civic education and human rights campaigns, prevention of drug abuse, and relief operations.

The Kenya Red Cross has undergone a restructuring and organizational change process the last two years that saw a new organizational and salary structure introduced, and a down-sizing of staff. Better management, information and financial systems were also introduced. General Assemblies were held in 2002 and 2003; the newly-elected Board has received training in good governance. The national society has also managed to rebuild its image and attract new partners after a period of internal difficulties.

The Kenya Red Cross finalised its 2003-2005 strategic plans which were presented to partners during both the 2002 and 2003 partnership meetings. Detailed work plans for 2003 in the logical framework approach complete with budgets are available for each programme area. The national society has prepared a Cooperation Agreement Strategy (CAS) document with technical assistance from the Federation Eastern Africa Regional Delegation (Nairobi); this was presented at the 2003 partnership meeting.

Kenya Red Cross Society at a Glance

	Year	Comment
Statutes	2000	Statutes first adopted in 1966; latest revision in 2000
National Disaster Plan	2001	Latest Version adopted in June 2001
National Development Plan	2002	Strategic development plan 2003-05 developed
CAS		To be finalised 2003
Self-Assessment	2002	Participated in the self assessment process in 2001 and 2002
Elections	2002	General Assembly 2004
Yearly audit	2002	Comprehensive audit of 2001 and 2002 accounts carried out as Federation standards

[<Click here to access the Kenya Red Cross Society strategic plan>](#)

Strengthening the National Society

Health and Care

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The Kenya Red Cross health and social services programme implements an integrated community based health programme with focus on advocacy and prevention. The different components are:

- First Aid
- Blood donation
- HIV/AIDS
- Disease Prevention and control
- Water and Sanitation

The first aid programme has had a tremendous growth with the extension of Commercial First Aid training and the development of a portable first aid kit. The sales and provision of the kits and accompanying manuals have raised a considerable amount of income for the national society.

The activities under the blood donor programme are based on three key objectives: promotion of voluntary non-remunerated blood donations; retention of blood donors; and increased productivity of the Kenya Red Cross organized blood collection sessions. Fifteen out of the 53 branches were involved in blood donor mobilisation activities in 2002.

With assistance from the Regional Delegation, the Kenya Red Cross developed a five-year HIV/AIDS strategic plan through a participatory approach that made use of the achievements and lessons learned in its four Family Health and Home Based Care projects. The national society has been participating in the mass measles campaign in partnership with other organizations under the coordination of the Ministry of Health. It has also assisted the Ministry of Health to respond to a nation wide malaria epidemic.

The Kenya Red Cross has developed several partnerships with other organizations in the implementation of the health programmes; a global corporate agreement between the Federation and Nestlé provided funds to the national society for the HIV/AIDS strategic plan of action for the period 2003-2005. Long-term development agreements have also been established with the French, Norwegian, and German Red Cross Societies in the area of health; HIV/AIDS is also supported by a special agreement with Nestlé.

The national society implemented a joint conflict-prevention project for pastoralists under the Tana River Habitat project with the ICRC (2002-2003) covering 75,900 beneficiaries in Baringo, West Pokot, Marakwet District. Smaller projects e.g. installation of windmills have also been carried out. It is the intention to expand the national society's WatSan programme component for which technical support in policy and strategy development, project proposals, and piloting of new projects will be requested from the Regional Water and Sanitation department. This request and capacity building in WatSan support from the regional delegation will be included in the overall OD programme. As a start, a national society Water and Sanitation Coordinator was recruited in 2003 to strengthen its capacity in this programme area, and whose first priorities was to develop a Water and sanitation strategic plan and a plan of action.

Kenya Red Cross has requested continuous technical support from the Regional Health and Care Unit mainly in the areas of policy formulation, development of strategies and guidelines, and support to roll out the ARCHI⁶ 2010 methodology to branches. This requested assistance will, together with support to the training initiative of the RC-NET⁷ subcommittee on health currently chaired by the Kenya Red Cross form the core of the expected support from the regional delegation in respect to health. No separate health and care projects supported by the Federation are planned.

Disaster Management

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The Kenya Red Cross partners with the Danish Red Cross on its Disaster Preparedness/Response (DP/DR) programme, and with ICRC in conflict preparedness.

The national society envisages continuous technical support from the Regional DP/DR Department. This support would be for the development of policies, strategies and guidelines, and support to activities initiated by the various regional DP/DR working groups of the RC-NET: food security, DP policy, VCA⁸, political disturbance and population movements, cyclones and floods, and the Regional Disaster Preparedness and Response Team). Assistance by the sub-regional office for East Africa is foreseen during emergency appeals and in close coordination with the Regional Disaster Preparedness/Response department. Support in disaster preparedness/response will be included in the Organizational Development programme as a separate component since the requested support is mainly in terms of technical advice, regional training and other regional DP/R activities initiated from the regional delegation; as such no separate disaster preparedness/response project supported by the Federation is planned.

⁶ 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/>.

⁷ RC-Net – Red Cross Red Crescent Network for East Africa

⁸ VCA - Vulnerability Capacity Analysis

All national societies in the region have adopted Promotion of Red Cross / Red Crescent principles and humanitarian values as one of the four core areas of the Federation Strategy 2010⁹. A Regional Communications Forum, a network of all national society communications officers from the region supported by both the ICRC and the Federation, was established in 2001. Uganda Red Cross was the first chair in 2001, Rwandan Red Cross was the second in 2002, and Kenya Red Cross is the current chair.

Kenya Red Cross Information Unit

The co-operation between the Kenya Red Cross and the Regional Information unit during the past year led to an increased visibility of the national society's development activities as well as response to emergencies caused by strong floods, a highland malaria epidemic and the aftermath of two terrorist attacks. Support provided by the regional information unit ensured broad international coverage of the measles campaign during which 14 million children were vaccinated. The anti-stigma campaign against discrimination of people living with HIV and AIDS received constant support as well. A series of news releases, articles and information bulletins were published on the Federation web site and were equally hosted by IRIN¹⁰ and Reuters Alert Net web sites.

The Kenya Red Cross has requested Federation support to capacity building in form of technical support from the regional information unit and provision of resources for participation in regional RC-NET activities. The capacity building aspects of the humanitarian values will be included in the OD programme.

Organizational Development

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The Kenya Red Cross has been through a major organizational development process and is now in the consolidation phase. Its organizational development program was reactivated in 2002 to spearhead the growth of the national society into a viable, autonomous and sustainable institution with the capacity to effectively and efficiently discharge its mandate to the vulnerable in the community. The organizational development programme (OD) is charged with the responsibility of change, change management as well as capacity building at both the headquarters and branch level.

The national society's OD programme has four components: branch development, dissemination, youth activities, and fundraising. Capacity building is also integrated in all major technical programme areas of the national society. The Kenya Red Cross has requested the Federation provide continuous organizational development support through technical advice to capacity building within DP/R and Health including HIV/Aids and WatSan. The main assistance required for the sub-components are in the area of development of strategies, policies and guidelines within the technical specialities. The OD program for Kenya Red Cross includes:

- Support to senior management
- Capacity building within technical programs
- Facilitation of increased regional co-operation

Goal: The capacity of the national society to respond to and mitigate the emergency needs of the most vulnerable in the community in an effective, efficient, timely, appropriate and co-ordinated way and in accordance with Strategy 2010 is improved.

Objective: To improve the capacity of the national society to provide timely and qualitative response during disasters through adequate human and financial resources both at headquarters and branch level and in accordance to the fundamental principles and values of the Red Cross Red Crescent Movement.

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>

¹⁰ IRIN – Integrated Regional Information Network (UN OCHA)

Expected programme results ; and related projects for this objective :

1. A strong and more focussed senior management team actively benefiting from the advisory services provided by the Regional Delegation
2. The national society’s capacities within policy, strategy and guidelines development are strengthened
3. Increased co-operation within the East Africa region for mutual benefit

Expected Results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. Strong and focused senior management team actively benefiting from the advisory services provided by the Federation by 2007	1. NS has improved program coordination adhering to Federation standards and the NS has increased number of established partnerships.	Commitment by governance, senior management, PNS, ICRC, Federation Financial and human resources available	1.1 Coach and work together with senior management team to ensure knowledge of, adherence to Federation standards, policies, resolutions 1.2 Work closely with NS to build its own capacities to coordinate with partners, facilitate the CAS process 1.3 Establish and encourage partnership agreements where responsibilities are clearly identified 1.4 Organize regular meetings with regional / country based PNS, ICRC
2. NS capacities within policy, strategy and guidelines development strengthened by 2007	2. Complete DP/R development plan, ARCHI methodology applied in branches, Assistance provided to scale up of WatSan activities Active participation in regional communication forum		2.1 Facilitate support services from the Regional Delegation in technical areas and ensure participation in relevant regional or international initiated training activities: 2.2 Provision of technical assistance from RDN Regional DP/R 2.3 Provision of assistance from RDN Health and Care 2.4 Provision of assistance WatSan team 2.5 Provision of assistance from RDN information unit
3. Increases cooperation across the borders in East Africa region for mutual benefit by 2007	3. Regular regional meetings held, mutual support between the NS’s, active participation in RC-NET activities		3.1 Support for increased regional cooperation and networking

[<Click here to access the Logical Framework Planning Matrix document for Organizational Development \(combined for Kenya, Rwanda and Uganda\)>](#)

Coordination, Cooperation, and Strategic Partnerships

Kenya in the East Africa sub-Region

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The Federation sub-regional office for East Africa was opened in January 2003 as a part of the Federation change strategy, replacing an earlier structure of country-specific Heads of Delegations/ Representatives. The sub-regional office currently covers Kenya, Rwanda and Uganda; it is intended to include Burundi and Tanzania during 2004. As the first sub-regional office to be opened, close co-operation is being maintained with the RC-NET task force, the three national societies, partners and colleagues at the Federation Eastern Africa Regional Delegation to learn from experiences which will be built upon in opening up subsequent sub regional offices.

A key focus for the sub regional office will be to assist and guide the national societies to successfully implement their programmes while closely working with partners to deliver essential services to the

vulnerable. Towards this end the office has together with the national societies worked towards ensuring effective and cohesive assistance towards the strategic priorities of the respective national societies and to find a balance between the different interests of partners. Improved coordination has been achieved through regular coordination meetings with partners in each country; annual partnership meetings have also contributed to a collective accountability and complementary support to national societies.

The process of developing a Cooperation Agreed Strategy in each country has proven to be an important and efficient tool to increase the level of consolidation, and encouraged the establishment of development agreements and assistance with clear focus and defined responsibilities. Promotion of Federation standards, policies, and resolutions to impact on programme co-operation is an important step in working with a variety of partners. The contribution by partners towards core cost is an example of how Federation standards, coupled with regional experiences and co-operation can assist in developing and harmonising strategic partnerships. Additionally, the promotion and facilitation of regional co-operation between the national societies led to commitment on their part as they have come to appreciate the benefit they can gain from experiences and “good practices” from sister societies.

Representation, Management, and Implementation

Kenya in the East Africa sub-Region

Based upon the current status agreement in the three countries, the Federation and the national societies maintain a close dialogue with diplomatic missions, international and national partners and the United Nations family. All three national societies are active in national representation and advocacy and the Federation is to complement their efforts in the international arena.

The Kenya Red Cross has since its revitalisation in 2002 improved public relations and created many corporate partnerships. Fundraising efforts in the national society have shown great success in a very short period of time, drawing upon the positive public image of the national society as being capable of delivering appropriate services to the community in a timely and effective way. The Kenya Red Cross is also co-chairing the national committee for disaster preparedness and response together with the government. The Regional Delegation being based in Nairobi supports the national society in effective representation and advocacy through its participation in *fora* of other international organization based in Nairobi i.e. OCHA, UNHCR, WHO, UNICEF.

Delegation Management

Kenya in the East Africa sub-Region

The sub-regional office for East Africa is based in Kampala and hosted in the premises of Uganda Red Cross Society. The office consists of a Head of Office (international staff), a senior officer (regional recruitment), a secretary, an accounts assistant and a driver. The Head of the sub-regional office for East Africa co-ordinates and facilitates the Federation support to the national societies and is the first point of entry for Federation assistance to the national societies. The main functions of the regional office for East Africa are to:

- Secure provision of required assistance to national societies
- Assist the senior management in coordination and management of assistance
- Promote and facilitate regional co-operation

The type of assistance requested by national societies might be from different sources both within and outside the Movement and the overall objectives is to identify and utilise the most cost-effective, professional and sustainable support mechanism in making it available to them.

The continental structures within Human Resource, Finance Management, Reporting, and International Representation once firmly established will also be accessed by these national societies through the sub-regional office for East Africa. The continental services are also expected to act as a catalyst for sharing “best practices” from the continent.

With the growth of the capacities in the RC-NET it is expected that the five working groups will increasingly be able to assist member societies in technical and governance issues. It is expected that the sub-regional office for East Africa will have an increased use of regional human resources among Federation staff; the office will also strive to achieve greater gender diversity.

Rwanda

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National Context

Rwanda suffered tremendously from the genocide in 1994 in which an estimated 800,000 people died. The country has since been in a political rebuilding phase under the leadership of President Paul Kagame. Rwanda was also recently involved in the war in the Democratic Republic of Congo (DRC) but signed a peace accord in mid 2002 to recall its troops from the DRC; their repatriation and demobilisation will pose yet another humanitarian challenge to Rwanda. The establishment of the gachaca or local community courts and the release and integration of more than 25,000 prisoners has put yet another stain on the Rwandan society. Following the endorsement of a new constitution in May 2003 the first multiparty presidential and parliamentary elections were held in August 2003 after a nine years ban on multiparty politics in which the incumbent President Paul Kagame won by 95% of the votes cast.



Rwanda's National Poverty Reduction Programme (NPRP) emphasises six priority areas for the coming period: rural development, agricultural transformation; human development; economic infrastructure; governance; and private sector and institutional development. This policy framework includes proactive disaster management to protect objectives and outcomes of the NPRP.

The humanitarian context is marked by 400,000 orphans with 49% of families being headed by children under 15 years of age, while 34% of the households are headed by widowed women. There are also approximately 300,000 handicapped persons from the 1994 genocide. There are persistent risks of volcanic eruptions and earthquakes due to seismic activities in the Virunga chain while the rainy season heralds recurrent floods and landslides that wreak havoc on human settlement and infrastructure. Poverty and food insecurity are a common feature in certain provinces of Rwanda. There is also an imminent threat of the unstable political situation in Burundi spilling over to Rwanda and causing displacement and refugee movements.

The major health problems include a high HIV/AIDS prevalence with less than 1% access to anti-retroviral drugs. There is a 29% malnutrition rate among children under five years of age, high rates of malaria, tuberculosis, diarrhoea diseases and respiratory tract infections. In 2001, the Ministry of Health received only 5% of total government spending and had to rely on international donors who provided 60% of its total expenditure.

Red Cross and Red Crescent Priorities

Movement Context

The Rwandan Red Cross is in a rebuilding phase and has shown significant progress towards programme implementation. In 1999, the national society underwent a restructuring when it became evident that a huge structure at the national society's headquarters was impossible to maintain. However, the national society is presently still not capable of sustaining the core costs and depends heavily on external resources. This is a situation of great concern for the national society and which needs to be urgently addressed together with partners. In 2002 the national society developed the first strategic plan building on priority areas in the Strategy 2010 to identify strategic objectives and to harmonize assistance given by a variety of partners for complementary assistance. The national society is also progressively moving toward the characteristics of a well-functioning national society. This is reflected by initiatives such as the study for

potential fund-raising, a human resources study, and open discussion with partners on focussed programming which have capacity building components integrated into the programme objectives.

A large number of bilateral programs were initiated in response to the 1994 genocide which was also a period in which the national society was non-functional. The programs were started as immediate responses to the situation on the ground and were needs-based. Coordination and co-operation mechanism at that time were extremely weak. Some of the earlier implemented and ongoing programs do not fall within the framework of the Strategic development plan endorsed by the Executive Committee of Rwandan Red Cross last year. Major challenges for the national society are co-ordination of the many bilateral programmes and exploring future co-operation mechanisms leading to a consolidated effort. A priority for partners will be to comply with the objectives identified in the strategic development plan by which a stronger, more independent and well-functioning national society would be established. Discussions are ongoing to refocus programmes and develop a more targeted approach with clear focus falling within the strategic development plan

The Rwandan Red Cross has borrowed structures for cooperation from the sister national societies from Uganda and Kenya in view of learning and adopting similar principles and good practices. A draft Memorandum of Understanding was presented at the Partnership meeting in April 2003 for discussion and a revised edition has been presented in the forthcoming partnership meeting in September. The Uganda Red Cross Secretary General has been invited to the partnership meeting to share their experience. Upon requests from RRC, the Federation has also developed structures for co-ordinated partnerships, bilateral co-operation and multilateral co-operation to assist in achieving a co-ordinated approach for the Movement assistance.

The Regional Delegation assists the Rwandan Red Cross in its organizational development and capacity building activities, the health programmes and in disaster response. The Cooperation Agreement Strategy (CAS) process will ensure a continuous dialogue between the components of the Movement for joint capacity building planning. Programme priorities of Rwandan Red Cross are also determined by its auxiliary role to the Rwandan Government in the fields of Health and Disaster Preparedness / Response.

The Rwandan Red Cross has welcomed both bilateral, ICRC and Federation co-operation and actively supports regional integration under the RC-NET. However, there is a need to agree on continuation of the process for a proper co-ordination mechanism of programmes for mutual benefits of all parties concerned, especially the national society.

Primary Support from the Movement in 2002-03

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organizational Development	Other
ICRC				XX		XX
Federation*	XX	XX	XX		XX	
French Red Cross	XX		XX			
Norwegian Red Cross			XX			
Belgian Red Cross			XX			
German Red Cross	XX		XX		XX	
Spanish Red Cross			XX			
Danish Red Cross					XX	
Swiss Red Cross						XX

*Federation support comes from Danish Red Cross, British Red Cross, Norwegian Red Cross and Swedish Red Cross.

National Society Strategy/Programme Priorities:

All activities of the **Rwandan Red Cross** are based on the national society's 2002-2006 strategic plans, Strategy 2010, ARCHI 2010 and the Ouagadougou Declaration. The three priorities of the national society's strategic plan are:

- The development of Red Cross programmes that respond to basic community needs and which build capacities and reduce vulnerabilities.
- Development of a national society that functions well and reinforces capacities at headquarters and branch levels, decentralises its structures and is built on a solid base of self-sufficiency.
- Development of partnerships based on financial support by the members of the Red Cross/Red Crescent Movement and other donors in Rwanda, including the private sector.

Rwandan Red Cross Society at a glance

	Year	Comment
Statutes	1997	Statutes last revised 1997. Rwandan Red Cross has reviewed the statutes against the "Guidance for national society Statutes".
National Disaster Plan	2003	Draft available, to be finalised 2003
National Development Plan	2002	Strategic plan 2002-2006 finalized
CAS	2003	Second draft to be finalised 2004
Self-Assessment	2002	Part of the self-assessment process initiated by the Secretariat
Elections	2002	General Assembly 2002; normally held every four years, extraordinary session may be called
Annual audit	2002	Annual external audit performed last for fiscal year 2002.

Strengthening the National Society

Health and Care

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Background and achievements/lessons to date

The strategic objective of the Strategic Development Plan is to develop Rwandan Red Cross programmes that respond to the basic community needs and which impact on building of basic capacities and reduction of vulnerabilities. The health and care programme plays a focal role in reaching this objective and the components included in it are:

- Community Based First Aid
- The reduction of malaria in communities
- Reduction of HIV/AIDS in communities
- Mobilisation of blood donors
- Reduction of waterborne diseases
- Socio-support for children and women

At the request of the national society, the Regional Delegation included support to the Rwandan Red Cross health and care programme in its appeal for the first five areas. The vision has however been to identify long-term developmental partners for this core programme. The Norwegian and British Red Cross Societies have over the years supported the programme through the Federation but it has been an ongoing issue to achieve full funding. The French Red Cross supports water and sanitation activities utilizing PHAST¹¹. Discussions are ongoing with the Danish Red Cross over long-term bilateral developmental support to Rwandan Red Cross starting in 2004, with initial support for the community-based health programme. No formal agreements have been reached yet.

It is the intention to maintain the Federation support to HIV/AIDS related activities, particularly preventive and control activities through technical support from the Regional Delegation's Health and Care Support Unit. This support will be mainly in the areas of policy, strategy and guidelines development and will form the basis of the Federation support.

¹¹ PHAST - participatory hygiene and sanitation transformation

Goal: The general health of the population is improved by promoting health care capacities in the community utilising ARCHI 2010 as the reference point.

Objective: The Federation together with partners provide support and assistance to the national society to enable it to access the necessary technical and financial resource to implement it health and care programme.

Expected programme results; and related projects for this objective :

The Rwandan Red Cross runs a number of health and care programmes and activities that aim at reducing vulnerabilities and building capacities at local level.

Expected results

1. Community Based First Aid is well established
2. Malaria in the community has been reduced
3. HIV/AIDS infection in communities has been reduced
4. Mobilisation of Blood donors has been increased
5. Water-born diseases have been reduced

Expected Results	Indicators to measure results	Risk Assumptions /	Activities planned to meet results
1. Community based first aid well established	1.1 Minimum 3 volunteers identified as TOT for each region 1.2 36 trained first aid volunteer instructors 1.3 120 trained volunteers in secondary schools 1.4 3600 youths in youth sections trained in first aid 1.5 First Aid manual developed	Willingness of communities, volunteers, district and provincial authorities to support and actively participate in the program. Openness of the branches and HQ to learn new ways of doing things	1.1 Advocacy with community leaders, local authorities and communities 1.2 Volunteer training 1.3 Training of youth in schools
2. Reduction of malaria in communities	2.1 480 volunteers in 24 local clubs trained in malaria prevention 2.2 Materials distributed to branches for malaria prevention activities 2.3 Impregnated mosquito nets to the 24 local clubs distributed 2.4 Evaluation of program activities carried out	Support by senior management, governance, partners Commitment by governance, senior management, partner national societies, ICRC and Federation	2.1 Volunteer training in malaria prevention 2.2 Community awareness campaigns 2.3 Promotion of mosquito nets 2.4 Development of partnerships with national control program 2.5 On-going monitoring of the program

Expected Results	Indicators to measure results	Risk Assumptions /	Activities planned to meet results
3.Reduction of HIV/AIDS in communities	3.1 Pair educators exchange program initiated 3.2 Refreshment training of 180 volunteers completed 3.3 Educational materials produced and available 3.4 School anti-AIDS clubs established 3.5 Home visits and assistance to PLWHA given 3.6 220 volunteers trained to provide service to PLWA 3.7 Networking within national organizations for PLWHA working 3.8 NS HIV/AIDS strategy developed 3.9 Use of condoms promoted and distributed	Resources available – financial and human.	3.1 Education of school youths, volunteers and the NS personnel 3.2 Provision of home based care and assistance to PLWHA 3.3 Development of an HIV/AIDS strategy 3.4 Voluntary testing, promotion of use of condoms
4. Increased numbers of blood donors	4.1 Promotion events for blood donor recruitment have taken place 4.2 Blood donor mobilization activities on-going		4.1 Dissemination of messages on healthy blood 4.2 Promotion of blood donors 4.3 Collaboration with the national Centre of Blood transfusion
5. Reduction of water-born diseases	5.1 40 volunteers trained in PHAST methodology 5.2 1000 sanplats to distributed vulnerable communities 5.3 Sanplats produced in workshops		5.1 Promotion of hygiene and sanitation through the process of PHAST 5.2 Rehabilitation of small points and wells

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

It is expected that the Federation will provide technical support from the Regional Health and Care Support Unit in all areas of policy, strategy and guidelines development. Assistance to implementing activities under the areas of reduction of HIV/AIDS in communities and reduction of water borne diseases will be provided by the Federation in the long term with contributions from the Norwegian and British Red Cross Societies. The remaining areas are envisaged to be supported bilaterally. However until a permanent agreement is entered, the Rwandan Red Cross has requested the Federation to support the general support to the health and care programme.

Upon request from the Rwandan Red Cross, the Nairobi Regional Delegation has over the last years included the disaster preparedness and disaster response programme in its annual appeal. Support has been obtained from DFID via the British Red Cross and is envisaged to continue as a separate project until the end of an ongoing DFID supported project in 2005.

Disaster Management

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The Disaster Preparedness/Disaster Response (DP/DR) project of Rwandan Red Cross includes:

- Vulnerability and Capacity Analysis in communities
- Food security
- Improved disaster response
- Strengthening branches for better disaster management
- Participation in development of national disaster response plans

Strengthening of branches is managed in coordination with the organizational development program which is the focal point for branch development. This objective will be included in the organizational development program.

It is the vision of the national society to identify a long term sustainable development partner for this programme area either bilateral, multilateral or via a co-ordinated partnership. It is expected that the Federation support over the long-term will be focussed upon technical advice in the area of policy and strategy development. However until a permanent partner is identified the Federation will continue the support to the DP/R programme. ICRC will support an integrated part of the DP/DR programme covering conflict preparedness activities.

Goal: The capacity of the national society to respond to and mitigate the emergency needs of the most vulnerable in the community in an effective, efficient, timely, appropriate and co-ordinated way and in accordance with Strategy 2010 is improved.

Objective: To improve the capacity of the national society to provide timely and qualitative response during disasters through adequate human and financial resources both at headquarters and branch level and in accordance to the fundamental principles and values of the Red Cross Red Crescent Movement.

Expected programme results; and related projects for this objective :

1. Vulnerability and capacity assessments have been undertaken in relation to reduction of food insecurity
2. Food security early warning system set up and the national society has a greater ability to monitor and analyse trends in communities.
3. The national society's capacity to respond to disasters has been enhanced
4. A national government framework has been established and a national society disaster policy developed.

Expected Results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. Food-insecurity reduced	1.1 VCA training carried out for 20 participants 1.2 Mitigation projects implemented in Nyakizu – Butare	Willingness of communities, volunteers, district and provincial authorities to support and actively participate in the program.	1.1 Minimize the risk of food-insecurity by community development utilizing the methodology of Vulnerability Capacity Analysis 1.2 Response to 2003 VCA results in Nyakizu – Butare with mitigation projects
2. Food security early warning system set up	2.1 Volunteers trained in monitoring and information systems 2.2 Regular DP/R bulletin produced 2.3 DP/R staff continuous trained and participating in regional initiatives	Openness of the branches and HQ to learn new ways of doing things Support by senior management, governance, partners	2.1 Training of volunteers in monitoring of early warning system 2.2 Manage system of continuous collection of information 2.3 Production of bulletin

Expected Results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
3. NS capacity to respond to disasters have been enhanced	3.1 180 volunteers trained in the 12 existing brigades, mitigation and response 3.2 Simulation exercise is arranged 3.3 DP plan revised in relation to volcano eruptions 3.4 Education activities for communities and production of folder for distribution 3.5 Communication network installed 3.6 DP stock established according to standards	Commitment by governance, senior management, partner national societies, ICRC and Federation Resources available – financial and human.	3.1 Reinforcement of the capacity of 12 existing brigades by training 3.2 Arrange simulation exercises 3.3 Operational the DP in relation to volcano disaster prone areas 3.4 Communication radio network to be established. 3.5 Adequate logistical support for DP/R in place 3.6 DP stock further strengthened 3.7 Participation in National Commission for DPP coordination
4. National governmental framework in place	4.1 National Commission for DP/R coordination established and quarterly national meetings held 4.2 Quarterly provincial planning and supervision meetings held		4.1 Quarterly provincial planning and supervision meetings
5. NS disaster policy developed	5.1 500 DP/R manuals distributed 5.2 DP volcanic eruption plan revised		5.1 Revision of DP/R plan for volcanic eruptions 5.2 Production of DP/R manuals

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

Humanitarian Values

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All national societies in the region have adopted Promotion of Red Cross Red Crescent principles and Humanitarian Values as one of the four core areas of the Federation's Strategy 2010. A Regional Communications Forum, network of all national society communications officers from the region supported by both the ICRC and the International Federation was established in 2001. Uganda Red Cross was the first chair in 2001, followed by Rwanda in 2002 while Kenya Red Cross is the present chair.

Rwandan Red Cross Information Unit

The Rwandan Red Cross information unit is in its initial phase of development, and is mainly funded by ICRC who also equipped it; internet connection is yet to be established. It has also been difficult to attract the right human resources to the unit; further support to the department is foreseen from the ICRC communication and information delegate based in Kigali. The national society has requested the Federation Regional Information department to provide technical assistance and support in taking part in regional initiatives. The capacity building aspects of humanitarian values will be included in the OD program.

Organizational Development

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The Federation has supported the rebuilding of the national society since 1994. A restructuring in 1999 to reduce a top-heavy staffing and the subsequent recruitment of a new management team assisted the national society in progressively developing the characteristics of a well-functioning national society. The development of a national society strategic plan, a Cooperation Agreement Strategy and a comprehensive work plan for the Organizational Development Department are factors contributing to increased programme coordination focussed on priority areas. Cooperation with a large number of bilateral partners has improved and it is expected that bilateral partner national societies will begin or continue to integrate their structures with the national society as it gradually takes the main coordination role.

The OD programme of Rwandan Red Cross includes:

- Support to senior management
- Support to branch development
- Technical support to youth, volunteer and member management
- Assistance to financial development and domestic resource mobilisation
- Capacity building within technical programmes
- Facilitation of increased regional co-operation

Capacity building is integrated in all major technical programme areas. The national society has requested the Federation for continued OD support with components of technical advice to capacity building within general capacity building, branch development, volunteer and membership management, youth activities, and fundraising. The main assistance required for the sub-components are in the area of training, development of strategies, policies and guidelines, and support to branch offices

The Federation receives support from the Norwegian, British and Danish Red Cross Societies in implementing the OD program. The Spanish Red Cross assists the national society in branch development programmes in the area of micro financing.

It is the vision of Rwandan Red Cross to get more partners to support this programme on a more long-term basis either bilaterally, multilaterally or via a co-ordinated partnership. It is expected that the Federation support over the long-term will be focussed upon technical advice in the area of policy and strategy development once co-operation with other partners is extended. However until a permanent partner is identified the Federation will continue support to OD programme in a wider context.

Goal: The capacity of the national society to respond to and mitigate the emergency needs of the most vulnerable in the community in an effective, efficient, timely, appropriate and co-ordinated way and in accordance with Strategy 2010 is improved.

Objective: To improve the capacity of the national society to provide timely and qualitative response during disasters through adequate human and financial resources both at headquarters and branch level and in accordance to the fundamental principles and values of the International Red Cross Red Crescent Movement.

Expected programme results; and related projects for this objective :

1. A strong and focused senior management team actively benefiting from the advisory services provided from the Federation
2. Strong and well-functioning branches
3. Better youth, volunteer and member management
4. Increased local fundraising and resource mobilization within the borders of Rwanda
5. The capacity of the national society in policy, strategy and guidelines development is strengthened
6. Increased co-operation within the East Africa sub-region for mutual benefit

Expected Results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1.Strong and focused senior management team actively benefiting from the advisory services provided by the Federation by 2007	1. NS has improved program coordination adhering to Federation standards and the NS has increased number of established partnerships.	Commitment by governance, senior management, partner national societies, ICRC and Federation Resources available – Financial and human.	1.1 Coach and work together with senior management team to ensure knowledge of and adherence to Federation standards, policies, resolutions 1.2 Work closely with NS to build its own capacities to do its own coordination with partners and facilitate the CAS process 1.3 Establish and encourage partnership agreements where responsibilities are clearly identified 1.4 Organize regular meetings with regional/country based PNS and ICRC
2. Stronger and well-functioning branches	2.Restructure 40 branches to fit to current government structure by 2004		2.1 Restructure and decentralize branches 2.2 Participate in yearly Red Cross celebrations
3. Better youth, volunteer and member management	3.Training performed and volunteer and member base expanded by 2007		3.1 Support to volunteer training 3.2 Support to better volunteer and member administration
4. Higher percentage of funds raised within the borders of Rwanda	4.POA developed based upon recommendation in study by 2004		4.1 Assist in development of Plan of Action for resource mobilization activities
5.NS capacities within policy, strategy and guidelines development strengthen	5.Mid-term evaluation of progress in relation to strategic plan carried out by 2005		5.1 Support to NS yearly evaluation of progress in relation to strategic development plan. 5.2 Planning and development of yearly budgets and POA's for all programs
6.Increases cooperation across the borders in East Africa region for mutual benefit by 2007	6.Regular regional meetings held, mutual support between the NS's, active participation in RC-NET activities Active participation in regional communication forum in 2005		6.1 Support for increased regional cooperation and networking 6.2 Facilitate Board leadership workshop with participation of Board members from Uganda and Kenya 6.3Provision of assistance from RDN information unit

<Click here to access the Logical Framework Planning Matrix document for Organizational Development (combined for Kenya, Rwanda and Uganda)>

Coordination, Cooperation, and Strategic Partnerships

Representation, Management, and Implementation [<Click here to return to title page>](#) **Rwanda in the East Africa sub-Region**

Based upon the current status agreement in the three countries, the Federation and the national societies maintain a close dialogue with diplomatic missions, international and national partners and the United Nations family. All three national societies are active in national representation and advocacy and the Federation is to complement their efforts in the international arena.

Rwandan Red Cross, since the genocide in 1994, has continued to rebuild its national image as the main humanitarian actor in Rwanda. The Rwandan Red Cross was the lead national society in the RC-NET subcommittee for communication in 2002; an important activity of the communication department activities is advocacy due to the specific historical context in Rwanda. The Federation intends to increasingly support the representation and advocacy undertaken by the national society with an international perspective.

Delegation Management

Rwanda in the East Africa sub-Region

The regional office for East Africa is based in Kampala and hosted in the premises of the Uganda Red Cross Society. The office consists of a Head of Office (international staff), a senior officer (regional recruitment), a secretary, an accounts assistant and a driver. The Head of the sub-regional office for East Africa co-ordinates and facilitates the Federation support to the national societies and is the first point of entry for Federation assistance to the national societies. The main functions of the regional office for East Africa are to:

- Secure provision of required assistance to national societies
- Assist the senior management in coordination and management of assistance
- Promote and facilitate regional co-operation

The type of assistance requested by national societies might be from different sources both within and outside the Movement and the overall objectives is to identify and utilise the most cost-effective, professional and sustainable support mechanism in making it available to them.

The continental structures within Human Resource, Finance Management, Reporting, and International Representation once firmly established will also be accessed by these national societies through the sub-regional office for East Africa. The continental services are also expected to act as a catalyst for sharing “best practices” from the continent.

With the growth of the capacities in the RC-NET is it expected that the five working groups will increasingly be able to assist member societies in technical and governance issues. It is expected that the sub-regional office for East Africa will have an increased use of regional human resources among Federation staff; the office will also strive to achieve greater gender diversity.

Uganda

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National Context

With less than two years to the next referendum on political parties scheduled for 2005, the debate is more intense than ever. The question of who will succeed President Yoweri Museveni – if he does not seek a third term additional to the two legal terms in office - are some of the focal political issues. Political opposition parties are still restricted by the government and on the whole the movement system under which Uganda has been governed has proved very popular because it has been associated with improvements in security and economic progress. The legislative elections in 1996 and 2001 both resulted in consolidation of movement representatives in the parliament. However, the government has come under pressure from the international donor community to relax the ban on party activities in the interest of good governance.



In 2002-2003 the security situation in Uganda improved in the western part of the country while new armed conflicts between the rebel Lord's Resistance Army and government troops in the North have caused a new humanitarian crisis. Refugees from neighbouring countries continue increasing the population in the refugee camp in Mbarara managed by the Uganda Red Cross Society although negotiations are underway for repatriation of Rwandan refugees. After 16 years of conflict, the government has launched a new initiative to seek rapprochement with its neighbours, and it is now moving to improve relations with Rwanda and Sudan. International pressure has also forced Uganda to reduce its presence in the Democratic Republic of Congo.

In addition to the ongoing conflicts in the northern and eastern parts of the country, natural disasters such as land slides, droughts, unseasonable rainfall and floods continue to affect crop production throughout the country. Health epidemics such as malaria, measles, and meningitis are frequent while 54% of the population still lacks access to clean drinking water. Only 49% of the population lives within 5 km of a health facility, and there is one doctor for every 27,000 Ugandans. HIV/AIDS remains a major public health problem and has led to an estimated 800,000 deaths and created an estimated 1.7 million orphans. However, the rate of infection is reported to be declining, thanks to the concerted efforts by the government and NGOs. In June 2002, Uganda was selected as one of the 12 African and Caribbean countries to be supported by a US. programme to reduce mother-to-child HIV transmission and to strengthen health care facilities.

The vulnerable groups in Uganda consist of nearly one million people registered as internally displaced persons (IDP), about 188,000 refugees, and a group of 30,839 abducted children and adults. A significant number of refugees and IDP lack access to adequate potable water, food, land, shelter and basic services. In 2002, international donors shifted more funding to amnesty and recovery and finalised support to peripheral districts. A new Northern Uganda Social Action Fund and the Northern Uganda Reconstruction Programme were developed and will hopefully help to balance needs in the country. During the same period, the UN and NGO action supported the government to achieve the following 5 objectives:

1. Alleviation of human suffering;
2. Protection and advancement of human rights;
3. Provision of basic social services;
4. Reintegration of ex-combatants and returnees; and,
5. Formulation of a sustainable National Programme for recovery.

Red Cross and Red Crescent Priorities

Movement Context:

Bilateral programmes between the Uganda Red Cross and Danish Red Cross Societies focus on health services, HIV/AIDS prevention and care, and a youth programme. The American Red Cross supports the HIV/AIDS programme linked to blood donor services.

The Swedish Red Cross also provides technical assistance to branch capacity building through a number of twinning programmes in Uganda, while the German Red Cross continues to co-fund emergency operations based on national and international appeals. The ICRC continues to support the Uganda Red Cross in the field of preparedness, training and dissemination. It also co-funds the communication programme of the national society and contributes to branch capacity building. The Federation programs for the period 2004-07 will focus on crosscutting OD program capacity building aspects and possible refugee program depending upon the political developments in the region.

The main challenge for the Uganda Red Cross is to continue progressing towards the characteristics of a well functioning national society, while at the same time providing effective assistance to the most vulnerable; this includes more than 1 million IDP, a number that is still growing due to incursions by the rebel Lord's Resistance Army.

Primary support from the Movement in 2002-2003

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organizational Development	Other
ICRC			xx	xx		xx
Federation		xx			xx	
Danish Red Cross	xx		xx			xx
Swedish Red Cross		xx			xx	
Norwegian Red Cross	xx				xx	
American Red Cross	xx					
German Red Cross		xx				
British Red Cross			xx		xx	xx
Netherlands Red Cross						xx
Finnish Red Cross						xx
Japan Red Cross		xx				
Spanish Red Cross						xx

National Society Strategy/Programme Priorities:

The [Uganda Red Cross Society](#) conducted a participatory strategic planning process and an analysis of its organizational strengths and weaknesses at central and local level. It outlined the following priorities and programmes:

- Review/develop and strengthen programmes for effective service delivery in line with the Federation Strategy 2010 and Ouagadougou Declaration, and the recommendations of Uganda Red Cross Decentralization Review and Gender policy.
- Facilitate vulnerable communities in improving their health status by reducing morbidity and mortality arising from common diseases and health emergencies.
- Predict, prevent and mitigate the impact of disasters.
- Assist families who are scattered, separated and without timely news of armed conflicts, internal unrest, violence, and/or natural calamities.
- Mobilize the youth as the most active volunteer force to respond to the needs of vulnerable people in their community and to disseminate the ideals of Uganda Red Cross.
- Expand Uganda Red Cross' funding sources by developing and implementing an appropriate resource mobilization strategy in line with the recommendations of the Federation's Strategy 2010.
- Improve and maintain the corporate image of Uganda Red Cross through publicizing its services in various media/fora and providing feedback from the public to service providers for action in line with the national society's constitution.

- Strengthen and maintain the structure, policies, constitution, procedures and systems of Uganda Red Cross in line with the Federation guidelines on characteristics of a well functioning national society.
- Improve networking systems to make use of existing expertise within the Movement in line with the Seville Agreement and with other organizations as per Strategy 2010.
- Develop and implement volunteer and membership management policy guidelines in line with Federation Strategy 2010 and Ouagadougou Declaration.
- Strengthen the capacity of the national society's branches for effective service delivery in line with the recommendations of the Decentralization Review.
- Develop and maintain a management information system to facilitate the various activities of the national society at headquarters and sub-branch levels.

Uganda Red Cross at a glance

	Year	Comment
Statutes	2002	First adopted in 1964, last revised in 2002. The national society has reviewed its statutes against "Guidance for national societies Statutes"
National Disaster Plan	2002	Uganda Red Cross plan covers national and local levels
National Development Plan	2002	Strategic development plan 2002-2006 adopted
CAS	2003	Draft, finalised 2004
Self-Assessment	2002	Part of the self assessment process initiated by the Secretariat
Elections	2002	General Assembly held in 2002 with elections
Yearly audit	2002	External comprehensive audit completed yearly as per Federation Standards.

Strengthening the National Society

Health and Care

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Uganda Red Cross health department is organized under four specific areas:

- First Aid,
- Blood Donor Recruitment,
- HIV/AIDS
- Community Based Health Care including social mobilisation for routine immunisation

The First Aid component is expanded towards road safety initiatives and improved ambulance system. The programme has shown impact in the capacity building of branches to implement community based First Aid training; respond to health emergencies and epidemics, and to contribute to reduce morbidity and mortality caused by road accidents through advocacy for road safety.

The national society has scaled up its Blood Donor recruitment programme to maintain a core group of safe, repeated blood donors. Training of staff and volunteers in mobilisation of blood donors, formation and support to blood donor clubs, production and distribution of blood donor awards, and production and dissemination of educational materials are all activities carried out under this programme. Additional counselling services to HIV/AIDS positive patients are given. Distribution of condoms and introduction of a computerised donor registration assists in better management of blood donors. Expansion of blood banks continues and in 2002 blood banks were opened in Jinja and Hoima.

The national society has over the last years scaled up the activities within HIV/AIDS in co-operation with the leading non-governmental organization TASO. An HIV/AIDS home care project was started in Kampala south and Katakwi in 2002 and includes capacity building, provision of home based care, referral of people living with HIV/AIDS in need of advanced care, and minimising the negative impact of HIV/AIDS. The national society's community based health care program includes:

- Increasing community access to safe and adequate water which is focussed in Kabale, Ntungamo and Kampala south.

- The introduction and training in PHAST.
- Capacity building and advocacy at branch level for implementation and supervision of community based health care.
- Increased malaria control activities and increased routine immunisation activities.
- Branch development and capacity building in better planning, management and monitoring of branch co-ordinated health activities.

The Uganda Red Cross has requested continues technical support from the Regional Health and Care Support Unit mainly in the areas of policy, strategy and guidelines development. The requested assistance together with regional training support initiated by the RC-NET subcommittee will form the core of the expected support. No separate health and care project supported by the Federation is planned.

Disaster Management

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The Federation has over the years launched a yearly appeal upon request from Uganda Red Cross with focus on population movements. Management and implementation of the South West Refugee Operation was handed over to the national society in 2000; the Uganda Red Cross has entered into agreements with UNHCR and WFP for assistance in this operation. The overall majority of refugees are of Rwandese origin and it is expected that they will be repatriated during 2004 by which the support by the Federation to this operation will cease.

Population movements and the political instability in the East Africa region coupled with the Government of Uganda's liberal refugee policy makes further refugee influx likely over the years to come. The national society has recently made agreements for management of refugee camps directly with UNHCR. The national society has additionally launched national appeals for assistance to the IDP in the north. It is expected that the national society will capitalise on the experiences gained over the last years and will be able to directly manage new refugee influx with support from the relevant humanitarian organizations and government. The Federation assistance will thus be limited to technical advice and support and in launching of emergency appeals upon request from the national society. No separate project supported by the Federation is planned once the support to the South Western Refugee Operation is phased out.

The Uganda Red Cross has partnered with the British and Danish Red Cross Societies for its disaster management activities. ICRC will support an integrated part of the DP/DR programme covering conflict preparedness activities.

Expected Results	Indicators to measure results	Risks/Assumptions	Activities planned to meet results
1. Efficient NS management of the camps	1.1 Quarterly progress reports produced on time and required quality	Willingness of communities, volunteers, district and provincial authorities to support and actively participate in the phase out.	1.1 Assist the URCS to produce regular and timely reports. 1.2 Provide adequate financial resources 1.3 Assistance to a planned phase-out in 2004

Expected Results	Indicators to measure results	Risks/Assumptions	Activities planned to meet results
2. Water and sanitation services for both camps adequate and sustainable	2.1 Rain harvesting system constructed 2.2 Construction of 100 sanplats/slabs 2.3 Provision of water trucking 2.4 PHAST training carried out 2.5 Quarterly support missions by RDN WatSan team	Commitment by governance, senior management, partner national societies, ICRC and Federation Resources available – financial and human	2.1 Implementation of rain harvesting project to ensure sustainable water provision 2.2 Ensure appropriate function of alternative water provision system to complement the rain harvesting program 2.3 Training and coaching in PHAST methodology 2.4 Provide technical support to the URCS in the area of WatSan
3. Adequate infra structure established in the camp	3.1 Adequate staff accommodation provided 3.2 Transport facilities available		3.1 Ensure adequate support is in place to diminish staff turn-over 3.2 Provision of financial support for logistic
4. Cooperation with UNHCR, WFP, governmental institutions and other partners maintained and strengthened	4.1 Continuous achievements of management recommendations in the last performance audit 4.2 Successful agreements with WFP, UNHCR and governmental representative for a phase out strategy.		4.1 Participation in negotiations with international organizations and governmental institutions to phase-out the camps

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Humanitarian Values

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All national societies in the region have adopted Promotion of Red Cross Red Crescent principles and Humanitarian Values as one of the four core areas of the Federation's Strategy 2010. A Regional Communications Forum, network of all national society communications officers from the region supported by both the ICRC and the International Federation was established in 2001. Uganda Red Cross was the first chair in 2001, followed by Rwanda in 2002 while Kenya Red Cross is the present chair.

Uganda Red Cross Information Unit

Close co-operation between the Uganda Red Cross counterpart and the regional information unit during the past year led to an increased visibility of the national society's development activities as well as response to emergencies caused by internal displacement and refugee influx. A series of news releases, articles and information bulletins were published on the Federation web site and were equally hosted by IRIN and Reuters Alert Net web sites.

The national society has requested the Regional Information unit to provide coaching including a staff-on-loan-type of assignment and also provide possibilities for regional training to build the capacity of the Uganda Red Cross counterpart. The capacity building aspects of humanitarian values will be included in the OD programme.

Organizational Development

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The Uganda Red Cross is demonstrating its commitment and capacity to achieve the characteristics of a well-functioning national society. Decentralisation of authority, resources and power, and upgrading of staff performance are integral for effective service delivery. Capacity building is integrated in all major technical programme areas.

Uganda Red Cross has also benefited from training and assistance given by the Africa Organizational Development department and the Swedish Red Cross support to the twinning under the RC-NET subcommittee on branch development.

The national society has requested the Federation for continues OD support with technical advise to capacity building within its support to senior management, networking for partnerships within and outside the Movement and in capacity building utilising regional exchange programmes initiated by the RC-NET. The main assistance required for the sub-components are in the area of development of strategies, policies and guidelines.

The OD program for Uganda Red Cross includes:

- Support to senior management
- Networking for partnerships within and outside the movement
- Capacity building within OD program including financial development
- Facilitation of increased regional co-operation

Goal: The capacity of the national society to respond to and mitigate the emergency needs of the most vulnerable in the community in an effective, efficient, appropriate and co-ordinated way and in accordance with Strategy 2010 is improved.

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

Expected programme results; and related projects for this objective :

1. A strong and focused senior management team actively benefiting for the advisory services provided from the Federation
2. Increased number of partners supporting the activities of the national society
3. The national society continues implementing sound and transparent financial procedures showing “good practise” for other societies in the region
4. Increased co-operation within the East Africa region for mutual benefit

Expected Results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. Strong and focused senior management team actively benefiting from the advisory services provided by the Federation by 2007	1. NS has improved program coordination adhering to Federation standards and the NS has increased number of established partnerships.	Commitment by governance, senior management, PNS, ICRC and Federation Resources available – financial and human.	1.1 Coach and work together with senior management team to ensure knowledge of and adherence to Federation standards, policies, resolutions 1.2 Work closely with NS to build its own capacities to do its own coordination with partners and facilitate the CAS process 1.3 Establish and encourage partnership agreements where responsibilities are clearly identified 1.4 Organize regular meetings with regional / country based PNS and ICRC
2. Increased number of partners to support the activities implemented by the NS by 2007	2. Further increase and diversity in partnerships		2.1 Provide effective advocacy and engage in discussions and negotiations about potential program support to the NS
3. The NS continuous implements sound and transparent financial procedures and are showing “good practice” examples for other societies in the region	3. Financial Procedural Manual including international procurement chapter to be finalized and shared with NS’s in the region in 2004		3.1 Assistance to continuous financial development 3.2 Facilitation of dissemination of “good practice” financial and procedural examples from the NS for the benefit of other societies in the region
4. NS capacities for OD strengthened by 2007	4. Better satisfaction by partners of the financial and administrative service provided by the NS		4.1 Support in capacity building to improve and strengthen management, services and administrative support.
5. Increases cooperation across the borders in East Africa region for mutual benefit by 2007	5. Regular regional meetings held, mutual support between the NS’s, active participation in RC-NET activities Active participation in regional communication forum		5.1 Support for increased regional cooperation and networking 5.2 Provision of assistance from RDN information unit

<Click here to access the Logical Framework Planning Matrix document for Organizational Development (combined for Kenya, Rwanda and Uganda)>

Coordination, Cooperation, and Strategic Partnerships

Uganda in the East Africa sub-Region

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The sub-regional office for East Africa was opened in January 2003 as a part of the Federation change strategy replacing an earlier structure of country specific Heads of delegations/ Representatives. The office covers Kenya, Rwanda and Uganda at present and it is the intention to include Burundi and Tanzania also. As the first sub regional office to be opened, close co-operation is being maintained with the RC-NET task force, the three national societies, partners and colleagues at the regional delegation to learn from experiences which will be built upon in opening up subsequent sub regional offices.

A key focus for the sub-regional office will be to assist and guide the national societies to successfully implement their programmes while closely working with partners to deliver essential services to the vulnerable. Towards this end the office has together with the national societies worked towards ensuring effective and cohesive assistance towards the strategic priorities of the respective national societies and to find a balance between the different interests of partners. Improved coordination has been achieved through regular coordination meetings with partners in each country; annual partnership meetings have also contributed to a collective accountability and complementary support to national societies.

The process of developing a Cooperation Agreed Strategy in each country has proven to be an important and efficient tool to increase the level of consolidation, and encouraged the establishment of development agreements and assistance with clear focus and defined responsibilities. Promotion of Federation standards, policies, and resolutions to impact on programme co-operation is an important step in working with a variety of partners. The contribution by partners towards core cost is an example of how Federation standards, coupled with regional experiences and co-operation can assist in developing and harmonising strategic partnerships. Additionally, the promotion and facilitation of regional co-operation between the national societies led to commitment on their part as they have come to appreciate the benefit they can gain from experiences and “good practices” from sister societies.

Representation, Management, and Implementation

Uganda in the East Africa sub-Region

Based upon the current status agreement in the three countries, the Federation and the national societies maintain a close dialogue with diplomatic missions, international and national partners and the United Nations family. All three national societies are active in national representation and advocacy and the Federation is to complement their efforts in the international arena.

Uganda Red Cross has been successful in its image building and is recognized as a major humanitarian actor in Uganda. Agreements with UNHCR, WPF, the Ministry of Disaster Preparedness, and the Minister of Health are ongoing and national support is received from USAID, DFID, embassies and other partners appeals launched nationally. Regional ECHO support has been obtained via the Federation advocacy and lobbying. The national society participates in regular meetings with OCHA, UNHCR, WHO, UNICEF, while the Federation is a member of the inter-diplomatic contact group.

The national society has successfully held fundraising campaigns drawing upon a huge number of volunteers from all parts of the community. The Federation complements the national advocacy and representation efforts of Uganda Red Cross; the Federation is well established within the diplomatic and international community in Uganda.

Delegation Management

Uganda in the East Africa sub-Region

The regional office for East Africa is based in Kampala and hosted in the premises of the Uganda Red Cross. The office consists of a Head of Office (international staff), a senior officer (regional recruitment), a secretary, an accounts assistant and a driver. The Head of the sub-regional office for East Africa coordinates and facilitates the Federation support to the national societies and is the first point of entry for Federation assistance to the national societies. The main functions of the regional office for East Africa are to:

- Secure provision of required assistance to national societies
- Assist the senior management in coordination and management of assistance
- Promote and facilitate regional co-operation

The type of assistance requested by national societies might be from different sources both within and outside the Movement and the overall objective is to identify and utilise the most cost-effective, professional and sustainable support mechanism in making it available to them.

The continental structures within Human Resource, Finance Management, Reporting, and International Representation once firmly established will also be accessed by these national societies through the sub-regional office for East Africa. The continental services are also expected to act as a catalyst for sharing “best practices” from the continent.

With the growth of the capacities in the RC-NET it is expected that the five working groups will increasingly be able to assist member societies in technical and governance issues. It is expected that the sub-regional office for East Africa will have an increased use of regional human resources among Federation staff; the office will also strive to achieve greater gender diversity.

East Africa sub-region

Coordination, Cooperation, and Strategic Partnerships

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A key focus for the sub regional office will be to assist and guide the national societies to successfully implement their programmes while closely working with partners to deliver essential services to the vulnerable. Towards this end the office has together with the national societies worked towards ensuring effective and cohesive assistance towards the strategic priorities of the respective national societies and to find a balance between the different interests of partners. Improved coordination has been achieved through regular coordination meetings with partners in each country; annual partnership meetings have also contributed to a collective accountability and complementary support to national societies.

The process of developing a Cooperation Agreement Strategy in each country has proven to be an important and efficient tool to increase the level of consolidation, and encouraged the establishment of development agreements and assistance with clear focus and defined responsibilities. Promotion of Federation standards, policies, and resolutions to impact on programme co-operation is an important step in working with a variety of partners. The contribution by partners towards core cost is an example of how Federation standards, coupled with regional experiences and co-operation can assist in developing and harmonising strategic partnerships. Additionally, the promotion and facilitation of regional co-operation between the national societies led to commitment on their part as they have come to appreciate the benefit they can gain from experiences and “good practices” from sister societies.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.08/2004

Name: East Africa Sub-Regional programmes

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	12,670	0	0	0	0	0	12,670
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	70,830	0	0	0	0	70,829
Water & Sanitation	10,235	43,854	0	0	0	0	54,088
Medical & first aid	83,230	0	0	0	0	0	83,230
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	76,808	104,457	0	0	0	0	181,264
Other relief supplies	11,403	0	0	0	0	0	11,403
SUPPLIES	194,346	219,141	0	0	0	0	413,486
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	43,732	0	0	0	0	43,732
Computers & telecom	0	8,055	0	0	10,150	0	18,204
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	1,250	0	1,250
CAPITAL EXPENSES	0	51,787	0	0	11,400	0	63,186
Warehouse & Distribution	15,001	0	0	0	0	0	15,000
Transport & Vehicules	13,856	91,336	0	20,520	11,216	0	136,927
TRANSPORT & STORAGE	28,857	91,336	0	20,520	11,216	0	151,928
Programme Support	45,104	46,575	0	35,547	16,793	0	144,018
PROGRAMME SUPPORT	45,104	46,575	0	35,547	16,793	0	144,018
Personnel-delegates	0	0	0	59,880	75,765	0	135,645
Personnel-national staff	102,439	130,865	0	86,250	15,303	0	334,856
Consultants	6,006	2,578	0	38,820	0	0	47,404
PERSONNEL	108,445	133,443	0	184,950	91,068	0	517,905
W/shops & Training	119,457	57,141	0	168,061	60,235	0	404,894
WORKSHOPS & TRAINING	119,457	57,141	0	168,061	60,235	0	404,894
Travel & related expenses	13,643	14,025	0	87,604	9,900	0	125,172
Information	99,798	11,005	0	1,500	12,302	0	124,604
Other General costs	84,256	92,092	0	48,688	45,444	0	270,479
GENERAL EXPENSES	197,697	117,122	0	137,792	67,646	0	520,256
TOTAL BUDGET:	693,906	716,545	0	546,870	258,358	0	2,215,676