

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

DEMOCRATIC REPUBLIC OF CONGO

May 2002

Appeal No. 01.09/2001

Appeal Target: CHF 1,059,522 (USD 660,000 / EUR 720,000)

Operational Developments

The history of the Democratic Republic of Congo (DRC) has been marked by three important events: the death of President Laurent Kabila, his succession by his son, and ongoing ethnic disputes and civil strife that led to impoverishment of the population, famine and malnutrition. This situation has increased the vulnerability of the people and brought with it instability and a degradation of the environment and of general health. It has seriously hampered the re-establishment of humanitarian aid to vulnerable people in the east of the country, where massive violations of human rights have given rise to great insecurity among those without ready access to medical care and food security. Humanitarian workers faced high risks: six Red Cross staff were killed in Bunia in the district of Ituri (Eastern Province). The army has been accused of pillaging and other crimes in the provinces of Katanga and Eastern Kasai (Mbuji-Mayi). The process of inter-Congolese dialogue continued, however, with the next round of discussions scheduled for February 2002 in South Africa.

At the beginning of 2001, Appeal 2001-2002 for the DRC generated little donor support. The Red Cross Society of the DRC (RCDRC) requested assistance from the Federation with assessing the country's enormous rehabilitation needs. In order to best respond to the national society, the Federation opted for an integrated approach to capacity building; it decided to orient technical and financial support towards organizational development and the building up of human and financial resources.

Over the course of the year, the Federation has helped to strengthen the capacities of the RCDRC by improving the management of human (training and recruitment) and material (setting up of logistic procedures) resources and by improving financial management systems. It maintained its technical support for capacity building during the second half of the year, in line with the priorities established during a RCDRC self-assessment carried out in 1999, and for disaster preparedness. Funding was received during the second half of the year for the HIV/AIDS programme, which showed positive results. The AIDS campaign was launched in the provinces of Kinshasa, Bandundu and Lower Congo, chosen for reasons of security and of accessibility. In addition, thanks to financial backing from the Federation, the Canadian International Development Agency and the British Red Cross, and participation from the RCDRC, the national vaccination days that were held simultaneously in the three pilot provinces mentioned above was an unqualified success.

The terms of reference of the needs assessment mission in the DRC were drawn up. The programmes and projects of the mission, which begins in January 2002, were designed in line with *Strategy 2010* and the African Red Cross and Red Crescent Health Initiative (ARCHI) 2010.

The Red Cross of the DRC has emerged from a huge institutional crisis since the General Assembly of November 2000. During an extraordinary session of the General Assembly, the national society's governance was completely overhauled following the adoption of new statutes and rules of procedure. The Federation assisted in the change process through a tripartite capacity-building programme focused on institutional development, disaster preparedness and response, and community-based first aid. Co-financed by the governments of Canada, the United Kingdom and Sweden through their national societies, this tripartite programme facilitated the change process, and was characterized by the following stages:

- Self-assessment workshops;
- Disaster preparedness training for staff and volunteers;
- Organization of two sessions of the central committee, including one extraordinary meeting in March 2001;
- Adoption of restructuring proposals made by PricewaterhouseCoopers.

During the second half of the year, the Federation concentrated its efforts on the first four objectives of the organizational development programme by supporting the regular session of the central committee held in October 2001. At this meeting, major management changes were proposed. In addition, substantial progress was achieved in the field of regional cooperation thanks to the exchange of experiences between the technical personnel of the national societies of the DRC and the Republic of Congo during a workshop organized in Brazzaville.

Objectives, Achievements and Constraints

Organizational development

The RCDRC has redefined its priorities in line with PricewaterhouseCoopers's recommendations and concentrated its efforts on restructuring the administrative and financial units at headquarters and in the provinces.

Objective 1 To strengthen human resources and management in the national society.

After providing support to the Federation's delegation in Kinshasa for the preparation and holding of the national society's general assembly in November 2000, the regional delegation then assisted with the RCDRC restructuring process. Assistance was given in the following areas:

- A six-month interim programme to support the national society;
- Support for the development delegate posted in Kinshasa at the end of February 2001.

Developmental support included the proposal of a process for the preparation and holding of provincial assemblies; this basic tool helped achieve this objective in all provinces of the country.

Provincial committees were renewed over the year. Support for the renewal process aimed to increase the credibility and legitimacy of the committees so as to maintain the dynamic set in motion following the general assembly. The Ministry of Health lent its support for the process, as did the Federation and the ICRC, who provided technical, logistical and financial help. This led to the renewal of all the committees, in both government-held areas and in the occupied territories.

Support was given for the establishment of job descriptions in different technical departments and units and for the recruitment of a new secretary general and his/her deputy. Six candidates were short-listed out of 46 and in March 2001 a new secretary general and deputy were chosen in accordance with recruitment procedures. A commission composed of Federation and ICRC delegates and the three participating national societies (Belgian, French, and Spanish Red Cross) met to make this choice in a completely transparent manner.

Support for an analysis of the national society's structure was aimed at the adoption of a new organizational chart and the reduction of existing staff levels. The Federation also supported a performance evaluation of supervisory and other staff. This evaluation led to a considerable reduction in staff numbers at the general secretariat, which fell from 86 to 42 and corresponded better to the real needs of the national society.

The delegation continued to advocate on behalf of the Federation with the Ministry of Health, embassies and international organizations in Kinshasa.

Two senior Federation staff members monitored the implementation of PricewaterhouseCoopers's recommendations and those of the regional finance and administration delegate concerning governance and management. The responsibilities of the finance and administration delegate based on Brazzaville were extended to the RCDRC.

From 16 to 19 October 2001 the central committee held an ordinary session in Kinshasa, during which the issue of transparent management practices was high on the agenda.

The Federation gave additional support for the participation of the DRC Red Cross Society at the 13th session of the General Assembly and the Council of Delegates held in Geneva in November.

The national society's accountant and the head of the CBHP division replaced the Federation's administration and finance assistants during their absences due to illness in the course of 2001. This transfer of responsibilities was successful, and the new strategy was adopted for each unit in the delegation.

Objective 2 To train the national societies in management by putting efficient logistical and financial procedures in place.

- **Management training**

This was carried out first at headquarters. Thanks to the support of the Federation's regional delegation, staff from PricewaterhouseCoopers trained some 20 management committee personnel, the finance commission and the general secretariat in Kinshasa. The former and new heads of the provincial committees and technical staff received management training in the seven provinces under governmental control: Kinshasa, Equateur, Kasai Oriental and Kasai Occidental, Katanga, Lower Congo and Bandundu. This training activity will be extended to include other provinces in areas held by the rebels. Management training has given the national society new structures and leaders, thereby increasing the confidence of donors and other stakeholders.

- **Training in crisis management and communications strategy**

The ICRC, in collaboration with the Federation, organized two training sessions on crisis management and on communications strategy for the provincial heads of the emergency relief and communications services in the seven provinces under governmental control.

- **Workshop on harmonization of Appeal 2002-2003**

The Federation's delegation helped to strengthen the structures of the Congolese national societies (CRC and RCDRC) through a workshop held in Brazzaville. The aim of the workshop was to initiate staff and the heads of local branches in planning / logistical framework, and taking ownership of the approach to prepare Appeal 2002-2003. The workshop was co-financed by the participating national societies of Spain and Belgium and by the Federation.

Objective 3 To strengthen the resource development capacities of the national societies and improve their fund-raising and self-reliance.

No activities were undertaken as funds were lacking.

Objective 4 To facilitate cooperation between the national societies of the subregion, in order to promote the sharing of experiences and skills.

The regional delegation assisted in the organization of a meeting on volunteer management held in Kinshasa from 26 to 29 November. The meeting was attended by the secretaries general and the heads of volunteer management units of six national societies.

Objective 5 To support the national society in preparing plans for project improvement.

A project to organize a music festival was designed. The project aimed to raise funds for persons affected by the torrential rains of May 2001, AIDS orphans and displaced persons. Although several Congolese musicians agreed to be present, the festival was beset by a number of technical problems and had to be postponed.

Objective 6 To strengthen the capacity of the national society.

The Red Cross of the DRC received financial support for the post of a national ARCHI delegate.

Objective 7 ARCHI 2010 coaching.

The regional delegation made a working visit to the RCDRC. In this context, the national society's volunteer management policy was analysed and certain areas such as AIDS, malaria, epidemics and polio vaccination were selected as priorities for future activities.

The national society received additional financial support to continue ARCHI in the provinces of Kinshasa, Lower Congo and Bandundu.

Health and Care

The activities of the national society continued to be carried out in the spirit of the Ouagadougou Declaration, with priority accorded to the fight against HIV/AIDS and the control of epidemics (polio, etc.). With regard to the fight against AIDS, the objective was to reduce the prevalence of persons with the disease and to combat the stigma attached to it. The Red Cross of the DRC was considered to be a valuable partner of the Ministry of Health, WHO, UNICEF and the Rotary Club.

Objective 1 To reduce morbidity and mortality due to malaria, and to create an income-generating activity through the sale of impregnated mosquito nets in local Red Cross branches.

No activities were undertaken due to a shortage of funds.

Objective 2 To increase awareness of STI/AIDS among 50 per cent of school children, with the long-term aim of reducing the prevalence of HIV-positive young people.

The RCDRC undertook a number of measures to launch the HIV/AIDS programme. These included the following:

- The Federation, RCDRC and the AIDS coordinator held preliminary discussions to prepare for a meeting on the AIDS project with representatives of the Ministry of the Health, UNAIDS, GTZ, UNICEF and the Italian government;
- The heads of the health and youth departments made a working visit to the province of Lower Congo to meet members of the local branch, Belgian Red Cross staff, as well as provincial authorities, to try to establish the best way to launch the project (volunteer recruitment, etc.);
- Six communes in Kinshasa were identified as possible locations for community centres for the duration of the project;
- Three reference centres were identified for the early treatment of sexually transmitted diseases (STDs), particularly with regard to young people;
- A key message was chosen to be transmitted during IEC sessions in coordination with UNAIDS and the Ministry of Health;
- Sessions to raise awareness of AIDS were conducted for 675 persons and 1,500 condoms were distributed to travellers to and/or from Brazzaville at Ngobila Beach;
- The delegation met with the administrator of the national blood bank to discuss the AIDS project and to elaborate a protocol for handling confidential records of patients;
- Draft agreements were drawn up on collaboration strategies to provide food for patients;
- Home care manuals, intended for use in volunteer training, were circulated at the Ministry of Health;
- The RCDRC received support for the introduction of World Food Programme (WFP) projects (food aid for persons with AIDS) and of the National Blood Bank respectively.

Objective 3 To alleviate the suffering of 500 AIDS patients in the country through home care.

All efforts were focused on preparations for the AIDS project in the three target provinces.

Objective 4 To reduce the number of victims of epidemics by improving disaster response and through the Extended Programme on Immunization (EPI).

Polio eradication campaign

The RCDRC participated in preparatory meetings on the polio eradication strategy for 2002, together with the Ministry of Health, WHO, UNICEF, the Rotary Club and USAID. During the 2001 polio vaccination days, the national society was able to call on 1,120 volunteers, who each initiated one apprentice, thus expanding the network of persons with specific skills in social mobilization on these days.

- The delegation lent its support for national society participation in the three phases of the national vaccination days. The RCDRC was able to mobilize 1,045 volunteers on the vaccination days in three provinces (Lower Congo, Bandundu and Kinshasa).
- A meeting was held to assess the activities carried out on vaccination days and a final report was written up in collaboration with the national director for EPI at the Ministry of Health.
- The delegation participated in an inter-agency meeting, and two technical meetings to prepare for the national vaccination days in 2002.
- Some 2,000 volunteers and 15 supervisors were registered for the 2002 vaccination campaign.
- A training booklet on the surveillance of acute flaccid paralysis (AFP) was finalized and published. This was done in collaboration with the Ministry of Health and the EPI director. A project to monitor AFP surveillance activities was established, in collaboration with the RCDRC national polio supervisor.

Objective 5 To improve and protect existing water sources and the environment.

No activities were undertaken in this field.

Disaster Preparedness

Objective 1 To enhance the capacity of the national society to prepare for disaster preparedness and response.

The Red Cross of the DRC has begun to map out the risk zones in the country. A follow-up workshop on the mapping exercise is planned for February 2002.

Regional Cooperation

Immediately after his election, the new president of the Red Cross of the DRC attended the partnership meeting organized in Geneva with participating national societies. At the meeting, the regional delegation outlined the concerns of the national societies in central Africa. The RCDRC secretary general took part in a meeting to plan activities in 2001, held in Douala in Cameroon. The Red Cross of the DRC also participated in a partnership meeting organized in June 2001 in Yaoundé. During the meeting, the RCDRC president was elected chairman of the coordinating committee for central Africa. The meeting was also an opportunity for the Red Cross of the DRC to share experiences in the field of development with the national society of the Republic of Congo. The RCDRC received a visit from the new central Africa desk officer during his tour of Yaoundé, Brazzaville, Pointe Noire and Kinshasa.

Constraints

Most of the programmes could not be implemented owing to a shortfall in funding. It was only in the second half of the year that funds were released for certain activities. In addition, branches in rebel-held regions were unable to benefit from programmes.

Conclusion

Following a long institutional crisis that did much to tarnish the image of the Red Cross of the DRC, 2001 saw some improvement in the image of the national society, which has a great deal of potential. Federation support made it possible to strengthen the capacities of volunteers and staff through a training programme in management and the core areas of *Strategy 2010*. This also gave the national society an opportunity to rekindle the confidence of its partners, to be of service to the most vulnerable and to work towards becoming a well-functioning national society.

The renewal programme for assemblies in the provinces went smoothly thanks to cooperation between the ICRC and the Federation but the war greatly hampered the realization of all the activities planned.

A new head of delegation arrived in September 2001 to represent the two Congos. Brazzaville and Kinshasa were reorganized in line with the new regional cooperation guidelines established by the regional delegation for Central Africa. The tasks of the incumbent delegates for OD, health, and finance and administration were adapted so as to cater for the two countries. Given that the overall objective is to improve performance and be closer to the national societies, this had a considerable impact on the costs of the delegations and of the two national societies in the execution of their programmes.

Cooperation and collaboration between all the components of the Movement were strengthened, including with the participating national societies present in the region. Similarly, positive working relations were established with the civil authorities, and national and international organizations. By year's end, cooperation agreements with new partners (UNFPA, UNICEF) were being drafted and relations with the Ministry of Health and its services were excellent.

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All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For support to or for further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.

This operation sought to administer to the immediate requirements of the victims of this disaster. Subsequent operations to promote sustainable development or long-term capacity building will require additional support, and these programmes are outlined on the Federation's website.

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.09/2001 Democratic Republic of Congo

Period: year 2001

Project(s): ZR001, ZR101, ZR401, ZR506, ZR520

Currency: CHF

I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Reallocations	Goods/Services	Personnel	
Appeal budget	1,059,522				
less					
Cash brought forward	-503,702				
TOTAL ASSISTANCE SOUGHT	1,563,225				
<u>Contributions from Donors</u>					
British Red Cross (DNGB)	49,680				49,680
Canadian Govt. Red Cross Aid Trus	11,009				11,009
Canadian Govt. Red Cross Aid Trus	-77,062				-77,062
Canadian Govt. Red Cross Aid Trus	66,053				66,053
Canadian Govt. Red Cross Aid Trus	110,088				110,088
Donor - Unidentified (D000)	265,362				265,362
Donor - Unidentified (D000)	96,221				96,221
Norwegian Govt.via Norwegian Red	20,869				20,869
Norwegian Govt.via Norwegian Red	85,725				85,725
Norwegian Govt.via Norwegian Red	18,110				18,110
Norwegian Govt.via Norwegian Red	20,869				20,869
Norwegian Govt.via Norwegian Red	102,870				102,870
Norwegian Red Cross (DNNO)	11,430				11,430
Norwegian Red Cross (DNNO)	9,525				9,525
Norwegian Red Cross (DNNO)	2,319				2,319
Norwegian Red Cross (DNNO)	2,319				2,319
Singapore Red Cross (DNSG)	11,450				11,450
Swedish Govt.via Swedish Red Cro	23,310				23,310
Swedish Govt.via Swedish Red Cro	57,225				57,225
Swedish Govt.via Swedish Red Cro	24,825				24,825
Swedish Govt.via Swedish Red Cro	11,655				11,655
Swedish Red Cross (DNSE)	12,728				12,728
Swedish Red Cross (DNSE)	33,400				33,400
Swiss Govt.via Swiss Red Cross (D	225,000				225,000
Great Britain				51,417	51,417
TOTAL	1,194,979			51,417	1,246,396

II - Balance of funds

Opening balance	-503,702
CASH INCOME Rcv'd	1,194,979
CASH EXPENDITURE	-581,631

CASH BALANCE	109,646

Appeal No & title: 01.09/2001 Democratic Republic of Congo

Period: year 2001

Project(s): ZR001, ZR101, ZR401, ZR506, ZR520

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles	1,950					1,950
Food/Seeds	1,995					1,995
Water						
Medical & First Aid	96,900					96,900
Teaching materials						
Utensils & Tools	8,987					8,987
Other relief supplies						
Sub-Total	109,832					109,832
<u>CAPITAL EXPENSES</u>						
Land & Buildings		4,281			4,281	-4,281
Vehicles	5,130	-13,774			-13,774	18,904
Computers & Telecom equip.	2,100	5,845			5,845	-3,745
Medical equipment	19,950					19,950
Other capital expenditures						
Sub-Total	27,180	-3,648			-3,648	30,828
<u>TRANSPORT & STORAGE</u>	108,651	40,531			40,531	68,120
Sub-Total	108,651	40,531			40,531	68,120
<u>PERSONNEL</u>						
Personnel (delegates)	109,575	231,500		51,417	282,917	-173,342
Personnel (local staff)	435,437	152,272			152,272	283,165
Training						
Sub-Total	545,012	383,772		51,417	435,189	109,823
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	16,260	3,479			3,479	12,781
Travel & related expenses	9,500	35,011			35,011	-25,511
Information expenses	1,380	2,654			2,654	-1,274
Administrative expenses	125,160	47,094			47,094	78,066
External workshops & Seminars						
Sub-Total	152,300	88,238			88,238	64,062
<u>PROGRAMME SUPPORT</u>						
Programme management	71,444	46,331			46,331	25,112
Technical services	21,386	13,872			13,872	7,515
Professional services	23,717	15,388			15,388	8,329
Sub-Total	116,547	75,591			75,591	40,956
Operational provisions		-2,853			-2,853	2,853
Transfers to National Societies						
TOTAL BUDGET	1,059,522	581,631		51,417	633,048	426,474

Consumption rate: Expenditures versus income 51%
Expenditures versus budget 60%