

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

UGANDA

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: www.ifrc.org

Appeal No. 01.15/2002; Appeal target: CHF 505,330; Appeal coverage: 100%

Overall analysis of the programme w

Support to the South Western Refugee Operation (SWRO) is an ongoing care and maintenance programme being implemented by the Uganda Red Cross Society (URCS) in close cooperation with the United Nations High Commissioner for Refugees (UNHCR), the World Food Programme (WFP) and the International Federation for 23,369 refugees. The operation was initially started as a refugee relief programme by the Federation in 1990, while management and implementation was fully handed over to Uganda Red Cross Society in January 2000.

The CHF 320,000 programme budget for 2002 experienced a chronic deficit in the first three quarters of the year, leading to minimal implementation of activities. Fortunately, the programme received 100 per cent coverage by the end of 2002 following an extraordinary appeal to partners during the annual partnership meeting with the Uganda Red Cross Society.

Upon review of the SWRO conducted in 2001 several recommendations were made to improve the cost-effectiveness of the camp's management and to provide better services to the refugees. Among them were a change of staff, better financial control, closer cooperation and more intensive support from headquarters of the URCS. As a result, tremendous progress was seen in the management structure and the running of the camp in 2002. It was also recommended that limited rehabilitation of health facilities and staff accommodation (which have had very little maintenance since their construction) be supported. Furthermore, the present health facilities were stretched to the limit by the ever-increasing numbers of new arrivals. This recommendation was included in the budget for the Appeal 2003-2004 and is expected, among others, to reduce the rate of staff turnover in the camp.

Disaster Response - South Western Relief Operation (SWRO)w

The SWRO undertakes the care of refugees in the Nakivale and Orukinga camps. The Uganda Red Cross Society is mandated to run the camps by the UNHCR and the Office of the Prime Minister and offers services in the areas of relief assistance, community services, camp management, health, water and sanitation. A steady increase in the refugee population and number of asylum seekers was registered following unrest in neighbouring countries, and at the end of 2002, Nakivale hosted 14,791 registered refugees and another 4,575 asylum seekers, whereas Orukinga had 4,183 refugees. The total in both camps at the end 2002 was 23,369 which is an increase from 18,867 in mid-2002. The

majority of the camp's population consists of Hutu refugees from Rwanda, a group with no immediate plans for repatriation.

Objective 1: to provide and/or distribute adequate food and non-food items.

Monthly distribution of food packages was carried out by distributors recruited from the refugee population under the supervision of the staff members of the URCS. No major problems were encountered.

Non-food items such as soap were distributed to the refugees regularly, whereas the UNHCR provided other non-food items such as saucepans, jerry cans, slashers, kitchen sets, tents, mosquito nets, agricultural tools, blankets, etc., to new arrivals.

Objective 2: to provide adequate health, water and sanitation services.

The major component of the Federation's support is provision of adequate health, water and sanitation services. The overall goal of the wat/san activities is to improve the health and well-being of the entire refugee population by efficient provision of water and sanitation services according to Sphere standards. During the year, the regional wat/san team worked closely together with a team from the Uganda Red Cross Society to identify an environmentally sustainable water supply system.

Due to difficulties in the terrain, initial drilling activities to explore alternative sources of water failed to produce the anticipated results. However, an alternative rain-harvesting programme initiated towards the end of 2002 worked out successfully. This is a more environmentally sustainable option and involves collecting rain water directly through roof and gutter catchment, down a conveyance pipe, and into a receptacle (tank). Rainwater harvested through roof catchment is considered free from most forms of pollution. The plan for 2003-2004 is to install the system in both camps as a long-term sustainable solution for water supply given that a report by UNHCR indicates a return of the refugees to their country as "unlikely." The system will have a capacity of 420,000 litres and will provide 40 litres of safe water per household per day. It will be complemented by hand-dug wells and springs. Construction of household latrines has been ongoing during the year raising the coverage to 83 per cent in both camps.

PHAST training of caretakers and refugee leaders conducted during the year has led to increasing awareness among the refugee communities to take charge/ownership of the wat/san activities. No prevalence of diarrhoea has been reported in the last quarter of 2002 due to the improvement in the wat/san system.

Objective 3: to strengthen refugee self-sufficiency through support with community services, education and income generation.

With the support of UNHCR, the URCS runs a formal education programme, and other community services such as assistance to the disabled, an agriculture programme, income generating programmes, skills training, sexual and gender based violence awareness sessions, a programme for the elderly, for the youth, peace education, an environmental programme, children's activities and other recreational services. The programmes are however experiencing resource constraints due to the increased refugee population.

Objective 4: to manage the camps in an efficient and effective manner.

The camp manager prepares a comprehensive monthly report and follows the recommendations of the SWRO review from 2001, therefore more visits and services are being offered by headquarters to the operation, which is a welcome development for the camp management.

Improvement in the general management and financial reporting capacities of the National Society (NS) contributed to the approval for a direct transfer system from the Federation's Secretariat. The impact of this system is that a quarterly transfer of the approved budget is received by the NS to be included through its own financial reporting system. All invoices are kept by the National Society and the accounts become subject to external audit. The Uganda Red Cross is the first NS in the region to be granted this option, and all as a result of its efforts to improve accountability and transparency. This is a successful step forward for the National Society. In addition, the change of reporting system is an outcome of focused support by the senior management to develop capacities in planning, implementation, and reporting for activities in the SWRO, which is a positive development.

Constraints: Serious budgetary constraints were a concern for the whole year and resulted in delayed implementation of planned activities. Continued inflow of asylum seekers increased the total refugee population. The lack of an alternative and simpler water system for the camps kept the programme running on a complicated and expensive surface treatment system which was also not environmentally sound. Insufficient funds also meant that the recommendations of the review report could not be adequately implemented in 2002.

Organizational Development w

The organizational development (OD) programme had a budget of CHF 185,000 for 2002, which was fully covered. The URCS also started the process of fulfilling the requirements for a well-functioning National Society and held its General Assembly and an annual partnership meeting in 2002. The secretary general of the National Society also plays an active role as a member and chairman of the Red Cross and Red Crescent Network for Eastern Africa (RC-NET).

As per an agreement between the Federation and the Uganda Red Cross in 2001, in line with the Africa Review and the Federation's new programme coordination strategy, the Federation's presence in the country is meant to progressively decrease corresponding to the growth of the National Society. The strategic direction to open regional offices was introduced in 2002 and the first regional office for East Africa was opened at the beginning of 2003 to provide support to Uganda, Kenya and Rwanda under the overall responsibility of the regional delegation in Nairobi. This initiative follows the process from 2002 by which country presence shifted from a parallel to an integrated structure to enable NSs to make their own decisions, while the Federation took an advisory and facilitatory role. As part of the process, vehicles, computers and radios were handed over to the Uganda Red Cross and national staff members transferred to contracts of the National Society.

The Federation has been supporting capacity building within the National Society in the areas of increased financial independence through domestic resource mobilization, strengthening leadership development, contributing to improvements in programme management, and in developing an efficient concept for external relations with partners in Uganda

Objective 1: to contribute to the capacity building structures of the Uganda Red Cross Society at the local level with a focus on leadership development.

The deputy secretary general of the Uganda Red Cross Society attended an upgraded leadership training for new National Societies' leaders designed by the Federation's Secretariat organizational development department in Geneva. The secretary general also participated in two senior management courses at the Management Centre in Brussels, identified with assistance from the Federation and funded by British Red Cross. The secretary general was also unanimously nominated for a second term as chairman of the RC-NET and has been actively contributing to develop this regional forum. The Federation's representative gave continuous coaching to the senior leadership and held regular dialogue with the National Society during the year.

Objective 2: to support the Uganda Red Cross Society in the implementation of its programme improvement agenda at the national level.

The senior management of the Uganda Red Cross Society worked to improve the quality of its quarterly reporting. With the recruitment of a senior financial coordinator, the connection between the narrative and financial reporting improved remarkably. The annual partnership meeting in October was well attended by partners, and programmes and budgets for 2003 were discussed at length, leading to a high level of pledges.

Objective 3: to continue to support the URCS in strengthening its financial management capacity and to implement new partnerships with the corporate sector for resource mobilization.

Following recommendations by the representative and the head of regional delegation, the Uganda Red Cross Society was authorized to move to the transfer system from the working advance system. This follows a demonstration of sufficient capacity by the National Society to meet the requirements for a transfer system, as a result of a financial development programme supported through the regional delegation, and the recruitment of a professional and qualified senior finance coordinator.

The final draft of the financial procedures manual was presented to the board during the year. Since the Uganda Red Cross successfully launched national appeals with a total value of USD 1.5 million in 2002, it was agreed to request assistance from the Secretariat to harmonize the procurement rules of the National Society with the procedures recently developed by the Federation's Secretariat. This will take place during 2003.

The Uganda Red Cross updated its computerized financial system during the year, resulting in a better quality of reporting. The National Society has been able to close accounts as planned in 2002 in preparation for the annual comprehensive audit to take place in the first quarter of 2003.

Objective 4: support the URCS in developing an efficient concept and practices for external relations with donors, cooperation partners and diplomatic missions in Uganda.

The volunteer policy and guidelines of the Uganda Red Cross Society were approved by the board in February 2002. Following this approval, training was carried out for 70 volunteer coordinators while further training to obtain national coverage is planned. A data analyst was employed to assist in developing a database for volunteer management.

The secretary general and the head of the human resources department participated in the Africa workshop for volunteer management organized by the Africa volunteer delegate in Mombasa in April 2002 at which a regional plan of action was developed.

The diversity in the recruitment of volunteers was shown by the yearly volunteer awards in which three women received recognition for their outstanding support to the fundraising efforts of the Uganda Red Cross, through a dinner and a golf tournament that helped to purchase an ambulance for the disaster preparedness programme.

Objective 5: to assist the URCS in designing and implementing a sustainable concept for volunteer management in its core programmes related to the African Red Cross and Red Crescent Health Initiatives (ARCHI).

In 2002, the chairman and the secretary general of the Uganda Red Cross Society initiated a round of visits to diplomatic missions, the UN and other cooperation partners in Uganda. These visits helped to strengthen the existing relations, develop new partners, and discuss possibilities for cooperation on a

national appeal for the internally displaced in the north of Uganda. A tangible outcome of 100 per cent coverage of Phase I appeal (USD 300,000) was realized as was 50 per cent coverage of the Phase II appeal (USD 1.2 million).

Constraints: The objectives for the organizational development were not fully achieved during 2002 due to the irregular presence of the Federation's representative and the late arrival of funding support for the programmes. These limited technical support to the National Society, particularly the establishment and maintenance of donor relations that might have helped in offsetting some of the deficit. The representative also left for a three-month study leave, and while away, the acting representative could only cover the most urgent needs. The planning for 2002 was over-ambitious in the sense that direct support by the representative on a branch level is practically impossible due to time constraints. The objective of supporting volunteer management was only partly achieved due to an underestimation of time required for the activity.

Regional Cooperation w

The major area for regional support during 2002 was for the wat/san activities in SWRO, through the regional wat/san team. The financial development programme progressed as planned with the support of the regional delegation. The Uganda Red Cross Society is also the lead society in the RC-NET subcommittee for domestic resource mobilization. The annual communication and information forum held in Rwanda in December 2002 was also co-organized by the Ugandi and Rwanda Red Cross Societies.

Coordination and Management w

Globally, the appeal for the Uganda Red Cross Society was covered for 2002, despite the fact that funds arrived late in the year delaying implementation of activities. The annual partnership meeting proved to be the focal forum for coordination of activities with partners. It showed a positive attitude toward a complementary effort in filling identified gaps through the cooperation agreement strategy (CAS) process as a coordination tool.

Monthly coordination meetings with the Movement's partners operating in Uganda positively contributed to improving the flow of information and streamlining of programme efforts. Active cooperation with the government's line ministries and UN partners, and participation in biweekly meetings of the Office for Coordination of Humanitarian Assistance (OCHA), assisted the National Society to maintain good relations and to coordinate with other agencies.

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

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.15/2002 Uganda
Period: year 2002
Project(s): PUG510, 515
Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	505,330				
less					
Cash brought forward	-8,939				
TOTAL ASSISTANCE SOUGHT	514,269				
<i>Contributions from Donors</i>					
American Government PRM #2 (DGUSPR2)	63,800				63,800
American Government PRM (DGUSPRM)	27,174				27,174
British Red Cross (DNGB)	169,096				169,096
Donor - Unidentified (D000)	351				351
German Red Cross (DNDE)	9,021				9,021
Japanese Red Cross (DNJP)	31,152				31,152
Norwegian Govt.via Norwegian Red Cro (D)	88,088				88,088
Norwegian Red Cross (DNNO)	9,788				9,788
Swedish Govt.via Swedish Red Cross (DGN)	32,300				32,300
Germany				49938	49,938
TOTAL	430,769			49,938	480,707

II - Balance of funds

OPENING	-8,939
CASH INCOME Rcv'd	430,769
CASH EXPENDITURE	-404,000

CASH BALANCE	17,829

Appeal No & title: 01.15/2002 Uganda

Period: year 2002

Project(s): PUG510, 515

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	43,105	57,111			57,111	-14,006
Clothing & Textiles						
Food & Seeds						
Water & sanitation	14,076	34,320			34,320	-20,244
Medical & First Aid						
Teaching materials						
Utensils & Tools	13,000	24			24	12,977
Other relief supplies	36,636	919			919	35,717
Sub-Total	106,817	92,374			92,374	14,443
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.		450			450	-450
Medical equipment						
Other capital expenditures	1,000					1,000
Sub-Total	1,000	450			450	550
<u>TRANSPORT & STORAGE</u>						
	69,225	13,858			13,858	55,368
Sub-Total	69,225	13,858			13,858	55,368
<u>PERSONNEL</u>						
Personnel (delegates)	79,450	108,414		49,938	158,352	-78,902
Personnel (national staff)	108,324	38,435			38,435	69,889
Sub-Total	187,774	146,849		49,938	196,787	-9,012
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	10,400	4,500			4,500	5,900
Travel & related expenses	21,245	15,758			15,758	5,487
Information expenses	2,754	7,240			7,240	-4,486
Admin./general expenses	50,528	42,312			42,312	8,216
External workshops & Seminars						
Sub-Total	84,927	69,810			69,810	15,117
<u>PROGRAMME SUPPORT</u>						
Programme management	34,074	25,742			25,742	8,333
Technical services	10,200	7,707			7,707	2,493
Professional services	11,312	8,550			8,550	2,762
Sub-Total	55,586	41,999			41,999	13,588
Operational provisions						
Transfers to National Societies		38,662			38,662	-38,662
TOTAL BUDGET	505,330	404,000		49,938	453,938	51,392