

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

EAST AFRICA SUB-REGIONAL PROGRAMMES

30 April 2005

In Brief

Appeal No.: 01.08/2004 – http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/010804.pdf

Appeal target: CHF 2,215,677 (USD 1,664,045 or EUR 1,426,248) revised on 26 February 2004 to CHF 2,281,148

Appeal coverage: 60.3% ([Click here to access the final financial report](#))

Appeal 2005: East Africa sub-regional programmes no. 05AA004 (includes Kenya, Rwanda, Uganda and sub-regional office) – http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA004.pdf

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

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Overall analysis of the programme

The Federation sub-regional office for East Africa was established in 2003 to initially cover Kenya, Uganda and Rwanda; Burundi and Tanzania were planned for being fully incorporated during 2005. A review of the sub-regional concept was undertaken in mid-2004 in which feedback from the national societies welcomed the concept of positioning a Federation structure closer to the national societies. Two other sub-regional offices - Horn of Africa and Indian Ocean - have been envisaged; the latter is already operational while the Indian Ocean islands office could not be established in 2004 due to limited finances.

Through the East Africa sub-regional office, the Federation is supporting a number of programmes in the member national societies through the provision of technical support, coordination, facilitating of cooperation, strategic partnerships and representation.

Kenya

Objectives, Achievements, and Constraints

The East Africa sub-regional office is supporting two key programmes in Kenya namely, HIV/AIDS funded through the global Federation/Nestlé partnership and organizational development supported by a partner national society (PNS). Over and above these established ongoing programmes, the Kenya Red Cross Society¹ sought the assistance of the Federation in launching two emergency appeals during the course of 2004. One was for a flood operation in various locations in three Provinces namely, Western, Central and Nyanza Provinces while the other was in respect of a drought relief operation in two Districts, Kwale and Lamu in the Coast Province and drought related interventions in the District of Makueni in the Eastern Province. Separate reports have been and/or are regularly submitted separately, the focus of this report is on ongoing programmes.

Health and Care

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:

Expected result 1: Implementation of a peer education programme amongst in and out of school youth

The national society recruited and trained a total of 353 in and out of school Peer Educators during the year. An additional 125 training of trainers were also trained at branch level to support the branches in the training of peer educators. Through the activities of the peer educators, 79 school Red Cross clubs were established with a total of 3,401 members; the clubs have patrons to guide and support them in their activities.

In order to establish a link between HIV/AIDS and the general health status of communities 272 peer educators and club patrons were trained in Community Based First Aid to equip them with the necessary skills to expand the scope of their interventions beyond HIV/AIDS work.

As a member of the Partners Collaborating in Youth Empowerment in the fight against HIV/AIDS in Kenya (PAYOTEK) the Kenya Red Cross actively participated in the development of a peer educators training manual. The manual was field tested has since become the standard training manual for peer education in Kenya. Based on the manual, a workbook and tool kit has also been developed for use by peer educators.

Prevention officers from the eight branches attended a national youth conference on peer education while 30 youths from Mombasa branch participated in a youth camp organized by Evangelical Covenant Church at various points during the year.

Impact

The Peer Educators have reached thousands of youths both within the schools and the broader community with HIV/AIDS information and in recognition of the value of the programme, many schools have included Red Cross clubs as an option in their extra curricular social development activities. The programme has also created a substantial number of out of school youth activists which constitutes a pool of potential future Red Cross leaders.

Expected result 2: Implementation of Home Based Care (Mombasa Branch)

The Home Based Care programme is being implemented in four locations in Mombasa (Tononoka, Mwembe Tayari, Tudor and Shimanzi) and in two locations in Malindi with a total of 221 registered clients by the end of the year. A total of 80 community health workers and 24 trainers were subsequently recruited and trained under the programme during the year. The Kenya Red Cross supported the programme through coaching, supervision and technical back up in basic home nursing care and psychosocial support.

¹ Kenya Red Cross Society – <http://www.ifrc.org/where/country/check.asp?countryid=93>

East Africa sub-regional programmes; Annual Appeal no. 01.08/2004; Annual Report

Two new sites (Shimanzi and Tudor) were added during the course of the year; this follows participatory urban appraisals involving the provincial administration (divisional officers and chiefs), local politicians and community opinion leaders whose outcomes was used to set up the new project sites.

In order to consolidate the partnership with persons living with HIV/AIDS (PLWHA), a study of eight organizations involved in home based care in Nairobi was undertaken in February. Two professional counsellors one of whom one is a PLWHA were recruited as part of the project staff.

Although Kenya Red Cross does not yet have a programme on access to treatment, 31 clients were able to receive treatment during the year, thanks to active advocacy on the part of the national society.

Impact

Families from the project sites are able to provide basic home nursing care to the sick at home with minimum supervision and support, thanks to the Kenya Red Cross home based care programme. There is also a general change in attitude among the clients of the programme from that of hopelessness and despair to that of hope .

The recruitment of professional counsellors for the project has meant that clients can access such services in the comfort of their homes given that some are chronically ill; this is complemented by the involvement of PLWHA that has resulted in a client oriented approach that is responsive to the needs of those directly affected.

The access to treatment for 31 clients is a clear pointer to the effectiveness of the national society's potential to advocate on behalf of PLWHA.

Expected result 3: Implementation of HIV/AIDS workplace programme

As part of the Kenya Red Cross workplace programme, the national society has included HIV/AIDS messages in staff payslips, posted IEC materials on the notice board at the reception area and distribution of condoms in the washrooms at Headquarters.

A work place policy was developed with support from the Federation and Nestle and adopted by the general assembly held at the end of May.

A consultant recruited during the year completed a feasibility study and a concept paper for the development of a commercial HIV/AIDS workplace training programme. A resource pack and training curriculum has been developed and 19 facilitators trained.

Impact

The workplace programme has enabled the national society to reach out to its members, volunteers and staff with HIV/AIDS messages. The completion of the HIV/AIDS policy will serve to further streamline a coherent approach to the workplace programme across the different levels of the national society.

Besides contributing to the Kenya government's efforts in the fight against HIV/AIDS, the Kenya Red Cross commercial workplace programme will also earn the national society income from the nominal fee paid by the private sector.

Expected result 4: Campaign and awareness for increased community mobilization and sensitisation on HIV and AIDS.

The one week celebration of the World Red Cross Day provided opportunity to undertake awareness creation on HIV/AIDS country during which drama, plays, songs and poems are staged and IEC materials and condoms distributed to the public.

Red Cross Clubs undertook structured activities within schools and amongst out of school groups through information dissemination, distribution of IEC materials, video shows, focus group discussions, drama, inter-school debates, and sports competitions with HIV/ADS as the theme.

East Africa sub-regional programmes; Annual Appeal no. 01.08/2004; Annual Report

A new development in the campaign for awareness creation activities was the successful targeting and forging informal partnerships with religious leaders; notable here was the Muslim community through which 35 Imams from across the predominantly-Muslim Coast Province underwent a training course to equip them with knowledge and skills in communicating HIV/AIDS information. As well, 20 secondary school Red Cross club members visited a voluntary counseling and testing (VCT) centre to reduce stigma associated with VCT amongst the predominantly-Muslim communities of Garissa District.

Impact

Red Cross Clubs have endeared themselves within the communities and enabled them to access communities where issues of sex and HIV/AIDS previously were considered taboo.

Expected result 5: To complement the work of the government and other partners in improving access to anti-retroviral treatment (ART)

See expected result 2 above where 31 clients under the home based care programme are receiving treatment courtesy of advocacy by the national society

Expected result 6: Monitoring and Evaluation

Branches regularly produced and submitted monthly and quarterly activity reports to the headquarters that in turn provided feed back, advice and guidance as necessary. Headquarters programme officers also made regular field visits as part of the monitoring and evaluation activities. The national society's programme officers were enrolled in a course in project planning and management to further build their capacities for effective programme administration including monitoring and evaluation.

Constraints

The period witnessed an expansion of the health programme and a corresponding increase in the number of partners. This translated in additional workload, meetings, workshops and conferences which at times somewhat stretched the capacity of the national society.

Expected result 7: Coordination and networking

Regular coordination and networking meetings were held with different stakeholders (National AIDS Control Council, district AIDS and STI coordinators, CBOs and NGOs) to share information and to discuss ways of complimenting each other in the delivery of services.

Internally, quarterly coordination meetings involving programme staff, PNS and Federation counterparts were convened to share information, review progress and discuss areas requiring improvement.

A national society delegation comprising headquarters staff and members of the National Executive Committee members attended an international HIV and AIDS conference in Bangkok during the course of the year.

To encourage and promote peer support, school club patrons have organized themselves into committees which meet on a monthly basis to share experiences and support each other.

Impact

The national society is a respected partner among a consortium of organizations involved in the fight against HIV/AIDS; this was demonstrated through the nomination of the Kenya Red Cross HIV/AIDS coordinator into a task force established by the Supreme Council of Kenyan Muslims to develop a policy document for the Kenyan Muslims' response to HIV/AIDS.

The close cooperation between the national society and partners, in particular PNS and the regional delegation, and regular technical meetings have harnessed open communication and ensured a coherent support to the Kenya Red Cross.

East Africa sub-regional programmes; Annual Appeal no. 01.08/2004; Annual Report

The relationship established between the national society and the religious leadership is getting stronger as reflected in the invitation by the Evangelical Covenant Church to the Red Cross to participate in a youth camp and the involvement of the HIV/AIDS coordinator in the activities of the Kenya Supreme Council of Muslims.

Organizational Development

Goal: The capacity of the national society to respond to the needs of the most vulnerable in the community in an effective, efficient, timely and coordinated manner in accordance with Strategy 2010 is improved.

Objective: The capacity of the national society at headquarters and branch level is improved and adequate human and financial resources are available to ensure structures and systems that are responsive to clearly identified community needs in accordance with the fundamental principles and values of the Red Cross Red Crescent Movement

Expected result 1: Strong and focused senior management team actively benefiting from the advisory services provided by the Federation by 2007.

In accordance with the provisions, all 46 branches held their annual general meetings in the lead up to the annual general assembly held at the end of May. The elections held during the general assembly saw the governor re-elected while some new members came into the National Executive Committee.

The national society organized several leadership and management training workshops to improve the quality of leadership and management at the branch level; the Federation and ICRC co-facilitated at these workshops. Through the sponsorship of the Federation's regional delegation, the Kenya Red Cross information officer attended a workshop on fundraising in line with the national society's plan to strengthen its local resource mobilization through the establishment of a resource mobilization unit. Work towards the establishment of the unit was at an advanced stage at year-end.

The quarter Movement partners technical coordination meetings continued during the year for information sharing and exchange of ideas on areas of improvement.

Expected result 2: The national society's capacity within policy, strategy and guidelines development is strengthened.

A review of the 2004-2006 strategic plan was undertaken during the year by an external consultant supported by a team from the Movement: Kenya Red Cross staff, Federation head of East Africa sub-regional office and regional organizational development delegate, ICRC cooperation delegate, and two representatives from bilateral partners (Spanish Red Cross and Norwegian Red Cross).

With support of the Federation, the national society incorporated the review findings to update the plan which was later shared with partners for their input during the annual partnership. These comments were then taken into account in the review of the 2005 plans and budgets during the national society's planning workshop.

Through the support of the Federation, the national society developed both a volunteering and youth policies which were presented and adopted during the general assembly in May.

Expected result 3: Increased cooperation across the borders in Eastern Africa Region for mutual benefit.

The Kenya Red Cross actively participated in regional networks notably, the RC-NET, the Integrated Local Capacity Building Forum and the Lake Victoria project. The national society also co-hosted and participated at the regional RC-NET Communication Forum while its officers from the disaster preparedness and relief department attended the regional disaster response team (RDRT) training held in Rwanda in March.

The Kenya Red Cross best practices in commercial first aid and HIV/AIDS workplace programmes has been widely shared with sister national societies within the region. At the same time, the national society also benefited from the home-based care programme of the Zimbabwe Red Cross.

Impact

Findings from the review of the Kenya Red Cross strategic plan contributed positively leading to the preparation of realistic plans and budgets for 2005.

The impact of the information officer's participation at the fundraising training workshop was evident in the success of this year's annual fundraising gala night.

Constraints

See preceding section over the scaling up of health/HIV/AIDS activities which existing capacity was at times stretched thin leading to among others, a fall back in both narrative and financial reporting.

Notes specific to financial transactions

- CHF 700,000 was reallocated from the global ARCHI programme fund to the Kenya HIV/AIDS programme.
- CHF 474,000 has been carried over to 2005. This balance is due to low expenditure rate on the Kenya HIV/AIDS programme, and has been agreed by Nestlé Foundation, the donor.
- CHF 21,901 was reallocated from the 2003 Kenya floods operation to the Kenya Organizational Development programme, based on donor consent.

Rwanda

Objectives, Achievements, and Constraints

The Federation is supporting three programmes in Rwanda namely, the integrated health programme (IHP), disaster management (DM) and organizational development (OD). The appeal coverage for the three programmes of the Rwandan Red Cross² at the close of the year was 68%, 56% and 103% respectively. However, the OD budget had a huge negative opening balance at the beginning of the year which delayed the completion of planned activities.

Health and care

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 resources to implement its health and care programme.

Expected result 1: Community based first aid is well established.

This programme is multifaceted for the purpose of addressing health in the broadest sense and not simply preventing the incidence of disease hence the activities are varied.

In an endeavour to reach as many communities as possible, CBFA clubs for both adults and the youth were established in all 12 provincial branches. The national society trained volunteers, trainers of trainers (ToT) and community coaches who were actively implementing activities within their respective communities. In a bid to strengthen peer support and thus effectiveness of the intervention and in response to a recommendation by ToT, the national society intensified technical support to strengthen local networking amongst volunteer groups within all the provinces.

² Rwandan Red Cross – <http://www.ifrc.org/where/country/check.asp?countryid=143>

East Africa sub-regional programmes; Annual Appeal no. 01.08/2004; Annual Report

Among activities undertaken under the CBFA programme include health education and environmental health campaigns. The national society also actively undertook malaria preventive activities including supplying communities with chemicals and fumigation equipment and the free distribution of insecticide treated mosquito nets to vulnerable households; old bed nets were also re-treated with chemicals.

The programme also undertook aggressive immunisation campaign for children under five.

Impact

Quarterly Ministry of Health reports have indicated evidence of increasing general knowledge on the cause and effects of disease within communities. Although the reports acknowledge that Rwanda still has a long way to go in the fight against malaria and preventable childhood illnesses, their statistics point to a relative reduction in the incidence of the disease as well an increase in the level of immunization among under five children. It would be rather presumptuous to attribute all the credit to the Red Cross. However, given that the Rwandan Red Cross is about the only organization with a presence across the entire territory of Rwanda especially at the grassroots level, there is not doubt that its contribution is very significant.

The networking and peer support activities of CBFA volunteers, ToT and community coaches have motivated and strengthened the teams and thereby increased the effectiveness of their contribution towards improving the general health status of communities.

Constraints

The CBFA programme operated without a national branch coordinator for most part of the year; one was however recruited to provide technical support to the programme. The national society does not have a strong follow-up and monitoring system, hence the difficulty in determining the exact level of its contribution through the programme.

Expected result 2: HIV/AIDS infection in the community has been reduced

The national society is implementing a home based care intervention for PLWHA in six provinces. The main activities involved empowering their families to care for the sick at home through instruction in basic home nursing care, coaching, monitoring, supervision and psychosocial support. The national society also provided material support like food parcels, blankets, soap and other basic essentials for families to facilitate holistic care of their sick. Self-reliance activities like kitchen gardens, animal husbandry and income generating ventures are supported for selected families and child headed households to meet their own nutrition requirements and other basic needs as well as to reduce dependency.

Treatment activities commenced in Kibungo, Gikingoro and Kibuye provinces during the year while preparations were at advanced stages in other provinces. Treatment activities are carried out in collaboration with the Ministry of Health at the local level (Health Centres) and Medical Formations which is providing the drugs. The national society's role was to identify 200-250 PLWHA over a period of a year, and recommend them to the health centres for treatment. It also involved monitoring compliance with treatment regimes and referral of those who might suffer side effects.

School Red Cross clubs undertook HIV/AIDS campaigns through theatre, drama, variety shows and the distribution of IEC materials while in addition adult clubs distributed condoms and encouraged communities to go for VCT. The adult clubs also recommended and referred clients who met the eligibility criteria for ART to health centres for admission onto treatment programmes. See Organizational Development section for more details on activities related to school based peer education.

Rwandan Red Cross provincial coordinators actively engaged volunteers in anti stigma campaigns. Stigma and discrimination is very high in Rwanda such that income generating activities of PLWHA have at times been shunned. The national society continued to actively mobilize and encourage PLWHA to establish and join PLWHA support groups and networks as one of the ways of reducing the impact of stigma.

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AIDS orphans have also been turned away by their relatives even though they might be negative. In response, the national society continued with the orphan care project using 42 volunteers trained during the first half of the year who undertook home visits to child headed households and advocacy campaigns in favour of these children amongst the general public and the local authorities.

Impact

The support to home based care programme has contributed to improving the lives and well being of PLWHA by providing holistic care and support to both the PLWHA and their families.

Although statistics on infection rates for the year had yet to be published at the time of writing this report, informal surveys at various points in time during the year indicated an improvement in the level of awareness of the causes and effects of the disease amongst the general public. Some of this is attributable to the national society's activities.

Although access to the treatment component had yet to be fully established by the end of the year, some clients were able to access treatment. Through the intervention of the national society, some orphans and vulnerable children who would otherwise have been reduced to begging were saved with targeted support.

Constraints

Low funding for the programme impeded full implementation of planned activities.

Expected result 3: mobilization of blood donors has been increased

The national society continued to contribute to the National Blood Bank through actively promoting voluntary blood donations and voluntary counselling and testing. An incentive for blood donors who have given blood more than ten times was introduced during the year to increase the number of regular donors. The national society acknowledged those who have given blood on ten occasions during celebrations to mark the International Blood Donor day held jointly with the Ministry of Health; it also distributed promotional materials on the occasion.

Impact

Rwandan Red Cross has mobilized in excess of 30,000 blood donors over the year; a higher turnout was recorded during the year following the introduction of the incentive system.

Constraints

Although VCT centres offer an excellent pre-screening service, Rwanda has limited capacity to meet the demand hence resulting in artificial shortages of blood. Further, though the recruitment drive was successful during the year, not every volunteer could be enlisted as a regular donor due to health reasons. Funding constraints also limited the level of implementation.

Expected result 4: water borne diseases have been reduced

Through the water and sanitation (WatSan) component of the health programme, PHAST³ activities continued throughout the year in five locations in Gashonga district where communities are particularly vulnerable to water borne diseases. The cause and effect of water borne diseases has become standard module in community based health training programme that the national society runs for its volunteers.

A diagnosis by Red Cross volunteers of the sanitation situation within communities in Cyangungu revealed high pollution of water sources and low level of sanitation facilities at household level. Subsequently, community social mobilization interventions to increase awareness, knowledge and skills with respect to prevention were developed and executed. See Disaster Management section on preparedness activities with respect to possible outbreaks of water-borne diseases.

³ PHAST – participatory hygiene and sanitation transformation

Impact

The community social mobilization interventions have led to greater awareness of preventive measures against water-borne diseases. The national society also lobbied authorities to act on the sanitation situation of the communities vulnerable to diseases.

Constraints

Funding limitations prevented the implementation of the 'hardware'⁴ component; this still leaves communities vulnerable due to inadequate sanitation facilities.

Disaster Management

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 result: the national society's capacity to respond to disasters has been enhanced

The Rwanda government developed a national disaster preparedness and response (DP/R) policy during the year and established a national DP/R committee to coordinate national disaster preparedness and response interventions and to promote cooperation and common understanding between government and civil society partners. Following this lead, the Rwandan Red Cross developed its own disaster policy based on the roles and responsibilities assigned in the national policy document.

As part of the preparations for the establishment of branch DP/R committees in partnership with local authorities, the police, armed forces and other NGOs in accordance to its DP/R policy, the national society carried out vulnerability and capacity assessments (VCA) in May; these led to the formation of local DP/R committees in Byumba, Kibungo, Gisenyi, Kibuye-Ruhengeri and Kigali Rural. The committees are chaired by the provincial authorities and coordination meetings are held regularly to plan activities jointly, assign responsibilities to the various stakeholders based on their capacity and comparative advantage as well as to review progress.

VCA were also conducted in provinces vulnerable to food insecurity which led to the development of local mitigation plans for food security in partnership with the local authorities and civil society actors including the Red Cross and the affected communities. Such plans were in place in Gikongoro, Butare and Kigali rural by the end of the year.

Emergency brigades were established and trained during the year as part of capacity building for disaster preparedness and response; these brigades worked closely with the communities in the identifying risk zones and sharing early warning information as part of ongoing monitoring of potential disasters. The brigades were also involved in preventive health activities and environmental campaigns; examples here include an environmental health hygiene campaign for 1200 families in Ruhango town and the setting up of a nursery of 500 tree seedlings and 200 fruit trees in Byumba as part of the ongoing anti landslide and environmental conservation component of disaster preparedness. Land for the project was donated by the provincial authorities while seeds were provided by the provincial agricultural services.

⁴ 'Hardware' refers to the structural aspect of a project which involves actual implementation of the needs that have been identified e.g. borehole drilling, latrine construction.

East Africa sub-regional programmes; Annual Appeal no. 01.08/2004; Annual Report

The brigades were also involved in small scale relief activities involving assistance to a small case load of refugees consisting of Burundi nationals and Congolese refugees from Burundi who had crossed into Rwanda; refer to Information Bulletin no. 1, Rwanda: People Fleeing Burundi dated 13 October 2004 – http://www.ifrc.org/cgi/pdf_appeals/rpts04/rw041013.pdf. The national society distributed food as a one-off intervention to some 50 families in Kibuye and to 16,000 families in Bugesera region jointly with the local authorities following poor rains; the activity was undertaken with the support of the German Red Cross.

The national society hosted the RDRT training in March and used the opportunity to expose as many of its staff and volunteers to participate in the course. See the report of the regional delegation for more details.

The Rwandan Red Cross has pre-positioned disaster preparedness stocks both at headquarter and in eight strategic provincial branches to cater for 100 families in the event of minor emergencies. Communication between headquarters and the branches was significantly improved during the year through the installation of radio communication equipment in three provincial offices and the procurement of twelve vehicles and ten radio handsets.

Impact

The development of a government DP/R policy sets clear roles and responsibilities for all partners and ensures no duplication of effort. This has enabled the Rwandan Red Cross to fulfil its role as auxiliary to public authorities in a coherent manner regardless of where interventions take place around the country.

The national society's continuous interaction and awareness creation of the population is expected to increase the level the preparedness; the emergency brigades have made a significant contribution in this respect.

Constraints

The disaster management programme received the lowest response in the appeal hence greatly constraining the level of implementation.

The reporting system between the provincial offices and headquarters still needs some improvement particularly to ensure regular reporting on the activities of the brigades.

Organizational Development

Goal: The capacity of the national society to respond to the needs of the most vulnerable in the community in an effective, efficient, timely and coordinated manner in accordance with Strategy 2010 is improved.

Objective: The capacity of the national society at headquarters and branch level is improved and adequate human and financial resources are available to ensure structures and systems that are responsive to clearly identified community needs in accordance with the fundamental principles and values of the Red Cross Red Crescent Movement

Expected result 1: a strong and focused senior management team actively benefiting from the advisory services provided by the Federation.

Rwandan Red Cross designed a comprehensive media pack articulating the humanitarian ideals of the Red Cross with support from the regional information delegate. A demonstration of how these ideals have been translated to promote a healing process was made during the commemoration of the 10th anniversary of the genocide.

As part of the regional exchange programme, the Federation's finance development delegate based in Tanzania assisted the Rwandan Red Cross to develop a standard financial reporting system during the year.

Following the recruitment of a new national branch coordinator in the year, a targeted recruitment drive was launched that saw an increase in the volunteer and membership recruitment and the establishment of new youth groups in schools including one at the Kigali Institute of Higher Education.

East Africa sub-regional programmes; Annual Appeal no. 01.08/2004; Annual Report

The national society initiated its decentralization process during the year; this saw it undertake a visit to Ethiopia to draw lessons from the decentralization process of the Ethiopian Red Cross. Implementation of the Rwandan Red Cross decentralisation process has seen a total of 49 new local committees established across a number of provinces following a concerted recruitment drive for new members. This was followed up by inter-provincial exchange visits for the committees for knowledge sharing and peer support capacity building. Red Cross promotional materials were also distributed to the branches particularly targeting the newly established local committees. The headquarters monitored the decentralisation process and the impact of the study/exchange visits through monthly meetings with regional coordinators at which activity reports were presented, progress reviewed and areas of improvement identified.

An insurance cover package for staff and volunteers was successfully negotiated with a local company. This has acted as a very big motivational factor for the national society.

With the support of the Federation, the national society established a fundraising department and a head of department was recruited. Through funding by the Norwegian Red Cross, a workshop to launch the department was held at which priorities, a plan of action and budgets were developed. Informal resource mobilization initiatives were reported by various branches; among these was the much publicised collection of food items by Mutara branch volunteers for distribution to the Bugesera famine victims.

Meetings with strategic partners continued throughout the year in an effort to establish and/or increase local cooperation and funding partnerships.

The national society held its annual partnership meeting in October during which an update of progress in the various activities and operational plans and budgets for 2005 were shared with partners; this accorded partners opportunity to pledge their support for 2005.

Impact

The information pack developed by the national society was used by both the local and international media to profile the national society's work in the wake of the commemoration of the 10th Anniversary of the genocide. Several new partnerships were forged during the occasion, including Reuters whose chief photographer for Central and Eastern Africa visited several programmes of the national society and took photographs for publication in various local, regional and international publications.

The rigorous training, induction and exchange visits organized for the newly elected local committees' leadership on the ideals and Principles of the Movement have furnished them with relevant tools and knowledge with which to execute their duties. The new committees also received timely support and assistance thanks to close monitoring and supervision by the national branch coordinator

The recruitment and establishment of a youth group at an institution of higher learning is gradually cleansing the national society of the public perception that it is an organization for unemployed youths. This is evident in the increasing number of people in gainful employment registering as members.

The establishment of a focal point for resource mobilization means that such activities will be more structured in the future whereas hitherto, fundraising in particular has been carried out on an ad hoc basis.

Constraints

Some branches and local committees have been slow to catch up with the others thus needs extra time, energy and material resources. A number of activities could not be accomplished due to funding constraints.

Uganda

Objectives, Achievements, and Constraints

The Federation supported the Uganda Red Cross Society⁵ in the implementation two programmes viz the Organizational Development programme and the Disaster Management programme that focuses on the Southwest Refugee Operation (SWRO). The national society launched a successful local appeal during the year to assist internally displaced persons following rebel attacks in the north. The national society has now entered the second phase of this operation of assisting these internally-displaced persons (IDP).

Disaster Management including Health and Care

Goal: To provide humanitarian relief assistance to refugees in Orukinga and Nakivale camps and specific capacity building support to Uganda Red Cross to ensure that Sphere standards are met.

Objective: To improve and sustain an optimal level of health through the provision of water and sanitation facilities to the communities in the camps.

Expected result 1: Efficient national society management of the camps.

Staff accommodation at the SWRO camp was finally resolved thanks to bilateral support from the Netherlands Red Cross; the national society was also able to complement the UNHCR salary scales through support from the Federation. Transportation at the camp was also addressed through the lease of a pick-up from the Federation.

Impact

There was a marked decrease in the level of staff turn over as a result of improvements in staff accommodation and salaries. In addition, the national society was able to retain and attract professional staff for SWRO.

Constraints

Uncertainty over the future of the operation is demoralising staff and some have already started exploring alternative employment opportunities.

Expected result 2: water and sanitation services in both camps are adequate and sustainable

Rainwater harvesting structures including four tanks, three shelters, a network of gutters and a water treatment plant were successfully completed during the year with technical support from the regional WatSan department.

Funding to the Nakivale camp from the Netherlands Red Cross enabled the national society to procure materials for the construction of more water catchments areas, concrete base tap stands and drainage channels as well as the repair of rain water harvesting gutters which had been damaged by strong winds at one of the primary schools.

A total of 38 volunteers involved in service delivery in the camps were given training in PHAST and as trainers of trainers to compliment the “hardware” interventions.

The national society continued to provide humanitarian assistance to some 30,000 internally displaced families in the northern District of Lira under the Northern Uganda Relief Operation (NURO) using locally-raised funding from OFDA and ECHO. The first phase saw the IDP receive mainly non food items while the second phase supported by the same donors will see the national society continue to provide relief assistance to a total of 26,500 households with WatSan services, non food items and HIV/AIDS interventions.

In collaboration with WFP, Uganda Red Cross also assisted destabilized communities in neighbouring districts with food aid as a one off intervention. Jointly with FAO, the national society also provided these families with agricultural kits containing seeds and tools and technical support in monitoring crop performance.

⁵ Uganda Red Cross Society – <http://www.ifrc.org/where/country/check.asp?countryid=176>

Impact

There were no reports of water borne diseases in the settlements owing to accessibility to safe drinking water and an increase in the level of knowledge, attitudes and practice among the refugees, thanks to the health education campaigns of the volunteers trained in PHAST.

The success of the Nakivale intervention was later replicated in Kyaka 11 refugee camp where three wells were subsequently constructed and eight others rehabilitated, bringing the total number of sources of safe drinking water to eleven. This camp is totally managed by the Uganda Red Cross with funding support from UNHCR.

The provision of temporary shelter and cooking utensils to the IDP in the north went a long way towards improving their living conditions. The national society also extended some modest support to the host communities towards maintaining some balance.

Constraints

The response to the appeal in respect of the SWRO fell short of expectations considering that the anticipated repatriation and closure of the camps did not take place. While all refugees were expected to have been repatriated by April 2004, UNHCR managed to repatriate only 1,200; 18,000 remained in camps at year end. In the absence of extra funding, this limited the quality of services that the national society could provide.

In view of the non repatriation of refugees, Uganda Red Cross recommended an upward revision of the budget for the purchase of tools, sanitation platforms and the implementation of the activities designed by the PHAST groups. Unfortunately none of these could take place due the lack of funds.

Expected result 3: cooperation with UNHCR, WFP, governmental institutions and other partners maintained and strengthened.

Uganda Red Cross continued to attend coordination meetings chaired by the Office of the Prime Minister which is responsible for disaster relief coordination and which are also attended by UNHCR and WFP. During such meetings, the national society took opportunity to advocate in favour of refugees and IDP including lobbying for more support and to negotiate the terms of partnership.

Constraints

The amount of time spent negotiating with UNHCR outside coordination meetings for conditions and cooperation mechanisms to secure a minimum standard of service delivery for the refugees is not always commensurate with the returns.

Organizational Development

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 enhanced.

Objective: The capacity of the national society at headquarters and branch level is improved and adequate human and financial resources available to ensure structures and systems that are responsive to identified community needs in accordance with the fundamental principles and values of the Red Cross Red Crescent Movement.

Expected result 1: A strong and focused senior management team actively benefiting from the advisory services provided by the Federation.

Regular governing board and technical committee meetings continued during the course of the year including a workshop for the governing board to consider the findings and recommendations of the mid-term review of the implementation of the Uganda Red Cross strategic plan. A follow-up workshop was also organised to share the findings with the leadership of all 45 branches and to involve them in the development of operational plans for 2005.

East Africa sub-regional programmes; Annual Appeal no. 01.08/2004; Annual Report

The programme management department regularly held intra and inter departmental meetings for better coordination of activities as well as monthly coordination meetings between the Movement partners.

With support from the regional delegation, the national society was amongst the first to develop financial management and administration manuals, procurement regulations and a fleet management system. With the support of a team from the Federation and ICRC country delegation, Uganda Red Cross carried out a logistics review from which a comprehensive report with recommendations for increased efficiency was produced. All these instruments have facilitated effective execution of tasks within the national society.

The national society carried out a number of activities during the year as part of branch capacity building: Branch capacity assessments were carried out in ten branches to identify support needed and to determine their eligibility for upgrading. Headquarters staff also supported a number of branches through attendance of branch governance meetings and annual general meetings where they provided guidance and advice. Valuation reports of undeveloped properties in four branches will be used as the basis for developing them into Red Cross Centres. Headquarter technical staff also developed a cost benefit analysis guide for use by branches for use in tendering for the development of the properties.

A data analyst at the headquarters was working with technical team from a private telecommunications company in Uganda on the installation of e-mails for the branches; Kampala South branch is being used to pilot the project.

Following a dissemination training conducted for volunteer coordinators in the second quarter of the year, 2,075 new members were recruited in the third quarter; associated membership fees raised UGS 1,097,900 (approximately CHF 74,100) for the national society.

Impact

The work of the technical committees resulted in effective supervision in the realm of finance, human resources and disaster management as well as the development and adoption of the branch, gender and youth policies during the course of the year.

The development and use of standardised management tools has ensured consistency of procedures and easy monitoring and supervision. The national society has also been a source of learning for other national societies in the region that want to improve their management systems.

Effective support to the branches has led to greater growth and development and less reliance on headquarters for routine management support.

Training of volunteer coordinators saw the highest number of new membership recorded for any given quarter as well as the accompanying increase in income from membership fees.

Constraints

Instability, conflict or frequent influxes of refugees from neighbouring countries have slowed down the pace of implementation of planned activities in some branches

Major emergency situations in Uganda, particularly the conflict and population movements in the north, required a lot of attention from the national society hence slowing down implementation of other developmental programmes.

East Africa sub-regional office

Objectives, Achievements, and Constraints

Coordination, Cooperation, and Strategic Partnerships

With support from the sub-regional office, the quarterly meetings for secretaries general continued during which matters of mutual concern were discussed and possible sub-regional solutions arrived at. Likewise, quarterly meetings of the finance directors' of the Kenya Red Cross, Rwandan Red Cross and Uganda Red Cross continued as part of general technical support as well as to encourage networking and peer support.

The sub-regional office encouraged, promoted and supported the brokering of partnerships between the national societies and partners both within and outside the Movement. To this effect, the sub-regional office was regularly represented at donor group meetings and coordination meetings of the UN agencies and public authorities in the respective countries for the purpose of identifying opportunity for strategic partnerships for the national societies.

Among the major results of this work is a possible partnership between the Rwandan Red Cross and Singapore Red Cross Society; in this partnership, Rwandan Red Cross will receive financial support for the construction of a warehouse, an office at the headquarters, and a training centre at one of the branches. The Kenya Red Cross and Uganda Red Cross benefited from guidance, advice and support in negotiating the terms of partnership with WFP (through public authorities) and UNHCR in relation to a drought relief operation in two districts in Kenya and the Southwest Refugee Operation in Uganda respectively.

Support to Uganda Red Cross saw OFDA and ECHO renew a partnership agreement for a second phase of the Northern Uganda Relief Operation (NURO) for victims of internal conflict in Lira district. A partnership with FAO enabled the national society to reach out to neighbouring communities which, while not direct victims, are still affected by the conflict. With continued support from the sub-regional office, negotiations with respect to an equitable division of responsibility and financial outlay for the refugee caseload were ongoing between the national society and UNHCR.

Regular technical coordination meetings and annual partnership meetings in each country were supported to ensure a coherent and effective approach to capacity building and guidance in the realisation of their strategic priorities as elaborated in their respective strategic plans. Renewed commitment towards the cooperation agreement strategy (CAS) process from all parties involved was also obtained for the three societies during the partner's meetings.

Impact

When the sub-regional office was first established, the three national societies tended to contact the regional delegation directly for support; a reverse in the trend has been seen as the confidence and value of the office becomes appreciated and national societies now call on the office as a first line measure for all their support including those required from the regional delegation.

The value of having a Federation presence at the sub-regional level was also confirmed by partners during the respective partnership meetings at which they reaffirmed commitments made at the time of the signing of the CAS processes and constructively contributed to debate with their views on both progress and areas needing improvement.

An outcome of the quarterly meetings of the national societies' secretaries general was the successful negotiation of terms and conditions for staff medical cover with a company that operates in all three countries. The possibility of a sub-regional partnership with Nestlé for HIV/AIDS workplace programmes is under discussion; Nestlé is a major partner of the Federation at the global level and is already in partnership with the Kenya Red Cross.

East Africa sub-regional programmes; Annual Appeal no. 01.08/2004; Annual Report

The finance directors group developed a standard quarterly financial reporting format and agreed on a definition of national society core costs, an area in which there was no agreement previously and one which often was the subject of contention.

National societies benefited from timely technical support mobilized from the regional delegation on both routine activities through informal consultations via email and at a more formal level through field mission; amongst such support included writing and posting information bulletins on minor emergency situations and the subsequent and successful application for DREF allocations in 2004: Kenya floods, CHF 50,000, and Rwanda population movement, CHF 50,000.

Technical support from the WatSan department enabled the Kenya Red Cross to design relevant programmes in respect of water and sanitation interventions for communities in Kajiado District and as an integral component of a drought relief intervention in three districts of the Coast province. In Uganda, such interventions were in respect of a broad assistance package to IDP in Northern Uganda. Technical support from the regional HIV/AIDS unit has seen both Kenya and Uganda at an advanced stage of developing project proposals for access to treatment interventions.

The regional IT/telecommunications unit also supported the Kenya Red Cross in installation of a nationwide VHF and HF radio communication system as part of its disaster preparedness programme. This has greatly enhanced communication between headquarters and the branches

Constraints

The position of the head of sub office remained vacant for four months following the departure of the former incumbent to take up a new position as the head of the Nairobi regional delegation hence leaving the three national societies without a focal point for the coordination of support; an acting head of sub region was later appointed at the beginning of December.

Effective representation and advocacy

The head of sub office regularly attended quarterly team management meetings at the regional delegation in Nairobi and kept colleagues informed on relevant developments in the sub region.

The Kenya Red Cross benefited from technical support in the development of both a volunteering and youth policies which were adopted by the national society's general assembly at the end of May. The national society also received support in conducting a mid-term review of its strategic plan and the annual partnership meeting at which the review findings were shared and a follow-up planning workshop conducted to develop plans and budgets for 2005.

Uganda Red Cross was provided technical support in organizing an important offsite strategic management meeting to iron out communication problems between management and the operational levels of the national society. Since this meeting took place towards the end of the year, the impact is yet to be evident.

The sub-regional office for East Africa supported the secretaries general of all three national societies serving on various bodies both at regional level and the Geneva secretariat: this included the secretary general of Uganda Red Cross as chairperson of the RC-NET until his term of office expired in June upon which he was replaced by his counterpart from Rwandan Red Cross. The secretary general of Rwandan Red Cross is also a member of the Strategy 2010 review team while that of the Kenya Red Cross is member of the global team studying the Federation of the Future.

Constraints

The support provided at the governance levels has seen capacity increase within the ranks of the leadership in Kenya and Uganda where this is evident in the regular convening of both business and statutory meetings, clearer division of labour between governance and management, the development of policies which reflect the strategic direction of the national societies and relatively stability in the respective leadership.

East Africa sub-regional programmes; Annual Appeal no. 01.08/2004; Annual Report

Through active participation and service within regional and secretariat bodies, national societies in the sub region are making their dutiful contribution towards building a stronger Federation.

The confidence of partners in the three national societies is manifest in their steadfast commitment to continued partnership and support to the respective cooperation agreement strategies signed in 2001.

While there is room for improvement at the operational level, there is evidence of progress in so far as none of the three national societies have any Federation technical delegates in country. Any bilateral delegates in country are primarily for administering the support provided by their national societies rather than for technical support. This means that the capacity of the national societies has increased to a level at which they are able to implement programmes and activities with only “behind the scenes” technical support. Comparatively, it was not uncommon a few years ago to have a Federation health, DP and branch development delegate in country. However, timely production of both narrative and financial reports is an area still requiring attention; there are plans to intensify technical support in this respect in 2005.

Kenya Red Cross and Uganda Red Cross demonstrated increasing ability to generate programme/project documents and launch local appeals on their own with Federation input increasingly limited to assistance in documents timely finalisation and adherence to overall quality standard formats. Through support from the Federation’s finance development delegate based in Tanzania, the Rwandan Red Cross had successfully put in place a standard financial reporting system by the end of the year, which will be monitored by the national societies and partners over a defined period to adjust address any outstanding issue/s to arrive at qualitative and timely reporting.

Delegation management

The capacity of the sub-regional office was strengthened by a revision of the job description of the finance development officer to include other aspects of national society development support. In addition and in order to relieve him of internal financial management responsibilities which he had been carrying out hitherto, a senior finance officer was recruited specifically for the financial management function.

The position of the head of sub office remained vacant for four months following the departure of the former incumbent to take up a new position as the head of the Nairobi regional delegation. Nevertheless, the office continued to be represented at various coordination fora via the regional delegation in Nairobi and through the regional finance officer and the regional national society development officer based at the sub office. Notable among these included the production of the UN consolidated appeal process, the launching of an inter-agency humanitarian appeal 2005 and at the donor contact group meetings organized by OCHA.

Constraints

See preceding section above on the impact of the absence of a head of sub-regional office.

[Final financial report below; click here to return to title page and contact information.](#)

International Federation of Red Cross and Red Crescent Societies

01.08/2004 EAST AFRICA SUB-REGIONAL

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA008
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	759'377	716'544		546'869	258'359	2'281'149
Opening Balance (B)	154'693	87'090		-77'242	-22'512	142'030
Income						
Cash contributions						
American Red Cross	62'450					62'450
British Red Cross	96'611	69'198		34'298		200'107
Danish Red Cross				129'950	165'992	295'941
Netherlands Red Cross					10'781	10'781
Norwegian Red Cross	248'200			240'950	17'950	507'100
Other	0					0
PRM		64'525				64'525
Swedish Red Cross				17'025	34'050	51'075
Cash contributions (C1)	407'261	133'723		422'222	228'773	1'191'980
Reallocations (within appeal or from/to another appeal)						
Capacity Building Fund				5'826		5'826
Japanese Red Cross Society				10'000		10'000
Monaco Red Cross				1'901		1'901
Nestle	700'000					700'000
Norwegian Red Cross				10'000		10'000
PRM		210				210
Spanish Red Cross				2'601		2'601
Reallocations (C2)	700'000	210		30'327		730'537
Inkind Personnel						
Danish Red Cross				44'880	23'120	68'000
Inkind Personnel (C4)				44'880	23'120	68'000
Total Income (C) = SUM(C1..C5)	1'107'261	133'933		497'429	251'893	1'990'517
Total Funding (B + C)	1'261'954	221'024		420'188	229'381	2'132'547

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	154'693	87'090		-77'242	-22'512	142'030
Income (C)	1'107'261	133'933		497'429	251'893	1'990'517
Expenditure (D)	-778'509	-217'979		-480'203	-246'408	-1'723'099
Closing Balance (B + C + D)	483'445	3'045		-60'015	-17'027	409'448

International Federation of Red Cross and Red Crescent Societies

01.08/2004 EAST AFRICA SUB-REGIONAL

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III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
BUDGET (C)		759'377	716'544		546'869	258'359	2'281'149	
Supplies								
Shelter	12'670							12'670
Clothing & textiles	5'051							5'051
Food	18'641							18'641
Seeds,Plants	70'830	7'041	2'554				9'595	61'235
Water & Sanitation	54'089							54'089
Medical & First Aid	83'230							83'230
Teaching Materials	304	67					67	237
Utensils & Tools	183'908							183'908
Other Supplies & Services	11'403							11'403
Total Supplies	440'125	7'107	2'554				9'662	430'464
Capital Expenditure								
Vehicles	43'732							43'732
Computers & Telecom	18'205	1'120				4'373	5'493	12'711
Office/Household Furniture & Ec						1'424	1'424	-1'424
Others Machinery & Equipment	1'250							1'250
Total Capital Expenditure	63'187	1'120				5'797	6'917	56'270
Transport & Storage								
Storage	15'001	533					533	14'468
Distribution & Monitoring		345	359		148	1'641	2'494	-2'494
Transport & Vehicle Costs	141'139	3'852	10'219		8'538	13'234	35'843	105'296
Total Transport & Storage	156'140	4'730	10'578		8'686	14'876	38'869	117'271
Personnel Expenditures								
Delegates Payroll	135'645				420	201	621	135'024
Delegate Benefits					54'257	36'425	90'682	-90'682
Regionally Deployed Staff	353'715							353'715
National & National Society Staff		361	41		31'861	36'426	68'689	-68'689
Consultants	47'404				2'524	1'564	4'087	43'317
Total Personnel Expenditures	536'764	361	41		89'062	74'615	164'079	372'685
Workshops & Training								
Workshops & Training	404'894	9'086	317		3'190	2'964	15'557	389'338
Total Workshops & Training	404'894	9'086	317		3'190	2'964	15'557	389'338
General Expenditure								
Travel	125'172	990	1'313		27'530	20'992	50'825	74'347
Information & Public Relation	124'604				733	800	1'534	123'071
Office Costs	243'820	546	137		10'957	10'531	22'171	221'649
Communications	7'604		53		9'000	11'819	20'871	-13'267
Professional Fees	30'563					2'353	2'353	28'210
Financial Charges		656	379		741	1'273	3'049	-3'049
Other General Expenses					354	667	1'022	-1'022
Total General Expenditure	531'764	2'191	1'882		49'316	48'435	101'825	429'939
Federation Contributions & Transfers								
Cash Transfers National Societies		729'534	208'548		293'400	74'501	1'305'983	-1'305'983
Total Federation Contributions & Transfers		729'534	208'548		293'400	74'501	1'305'983	-1'305'983
Program Support								
Program Support	148'275	50'603	14'169		31'024	15'919	111'714	36'561
Total Program Support	148'275	50'603	14'169		31'024	15'919	111'714	36'561
Operational Provisions								
Operational Provisions		-26'223	-20'110		5'525	9'301	-31'506	31'506
Total Operational Provisions		-26'223	-20'110		5'525	9'301	-31'506	31'506
TOTAL EXPENDITURE (D)	2'281'148	778'509	217'979		480'203	246'408	1'723'099	558'049

International Federation of Red Cross and Red Crescent Societies

01.08/2004 EAST AFRICA SUB-REGIONAL

Selected Parameters	
Year/Period	2004/1-2004/12
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VARIANCE (C - D)	-19'132	498'564	66'667	11'950	558'049
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