

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

THE GAMBIA

30 April 2005

In Brief

Appeal No.: 01.34/2004 – http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/013404.pdf

Appeal target: CHF 568,741 (USD 427,142 or EUR 366,102)

Appeal coverage: 30.6% ([Click here to access the final financial report](#))

Appeal 2005: The Gambia no. 05AA028 – http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA028.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 Gambia Red Cross Society¹ faced a rather tight and challenging year in 2004 which involved an important change process within its management structure. During this process, the national society filled several positions:

- Finance manager in March,
- Programme manager in May,
- Programme coordinators in October for health, first aid, dissemination, disaster, volunteer management, and branch development.

With Federation support, the programmes are now articulated with the 2005-2010 strategic work plan developed in August, focusing on three core areas: disaster, health, and capacity building. In October, a review workshop with partners and a project-planning workshop were held during which the national society placed the programmes within the logical framework. The Central Committee endorsed the final documents in December.

Furthermore, the Gambia Red Cross conducted its assemblies at youth, branch and national levels with new presidents elected in almost all the branches. At the national level, the position of president, vice-president and treasurer were filled by consensus.

¹ Gambia Red Cross Society – <http://www.ifrc.org/where/country/check.asp?countryid=70>

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Beyond elections, the national society inaugurated its first ever 24-hour ambulance service in April for the communities of Greater Banjul Area with the Empress Shoken Fund support. The inauguration was held in line with the World Health Day.

Similarly, in collaboration with other partners, it organized community sensitization on first-aid skills as well as provide care for PLWHA and the chronically ill under its Community-Based Health Programme. In all, 17 villages in the Lower River Division, and 15 in the North Bank Division, benefited from a Spanish Red Cross-funded HIV/AIDS awareness programme aimed at increasing knowledge and addressing stigmatization. The national society with Federation support also contributed towards reducing the incidence of wild poliovirus, through active participation in the National Immunization Day (NID) campaigns in October and December.

Since malaria constitutes the highest cause of mortality in the Gambia, intervention in this sector is paramount in the national society's future health agenda. The Federation and WHO agreed, in 2005, on a joint proposal to fight malaria in the Gambia, Burkina Faso, and Mali. The Gambia Red Cross is expected to contribute to the social and community mobilization in collaboration with the WHO country office teams.

A food security programme, aimed at educating 9,000 children attending primary school in North Bank Division to understand, practice, and benefit from food adequacy to meet their dietary needs, is also under implementation with the Federation support.

In addition, the Gambia Red Cross responded in May to the Storm that destroyed in Basse Division houses and affected more than 5,000 people. Volunteers distributed as well second-hand clothing and relief materials after domestic fire outbreaks in three branches, and intervened in assisting flood victims in August and September.

Locust invasion was reported in the Gambia affecting a total land area of over 857 hectares within a perimeter of over 10 villages in the Baddibu. Volunteers joined the State Department of Agriculture, and other partners in the field to fight against the locust invasion. The locusts continue to pose a great threat with a new invasion scheduled to hit the West African Region in June 2005 when the region will begin the farming season.

Health and care

Goal: The rate of HIV/AIDS in the Gambia is reduced.

Objective 1: Central River Division: A HIV/AIDS social mobilization campaign has been carried out among selected target groups.

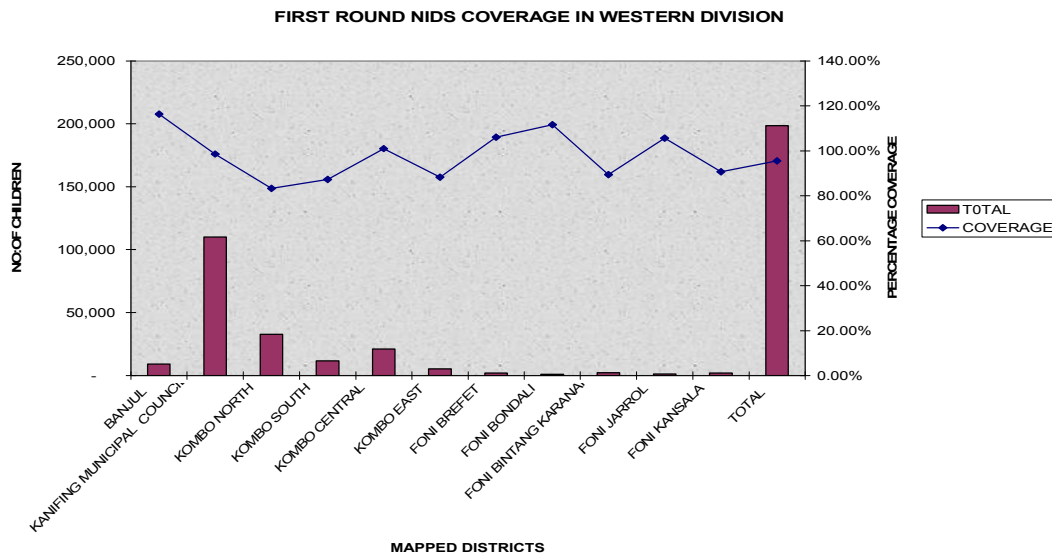
Objective 2: Upper River Division: An intensive awareness campaign on the truth about AIDS has been carried out among adolescents and youth (13-35 years).

- Financial constraints did not allow the implementation of the HIV/AIDS programme; however the Gambia Red Cross has played an active role in social and community mobilization during the national polio vaccination campaigns organized from 8-12 October 2004 and from 18-22 November 2004.
- Indeed, the Gambia Red Cross contributed to the national polio eradication efforts through social mobilization and immunization activities. Subsequently, the vaccination coverage results within Western Division and the Greater Banjul Area improved adopting the holistic house-to-house supplementary immunization.
- The national society, with volunteer support, embarked on the campaign three days prior to launching the National Immunization Days, holding meetings with their influential leaders at both village and district levels to encourage parents and caretakers to ensure that their children are vaccinated. Volunteers were provided with polio information leaflets with images of polio victims which they affixed in public places and distributed in households. They also gave information on the signs and symptoms of polio and the sustainable benefits of eradicating the disease.
- The NID planning process took place at three levels: national, divisional and district. At the national level, the Gambia Red Cross held four coordinating meetings with partners who made commitments on the type of support they will provide in the 2004 NIDs. The Expanded Programme on Immunization (EPI)

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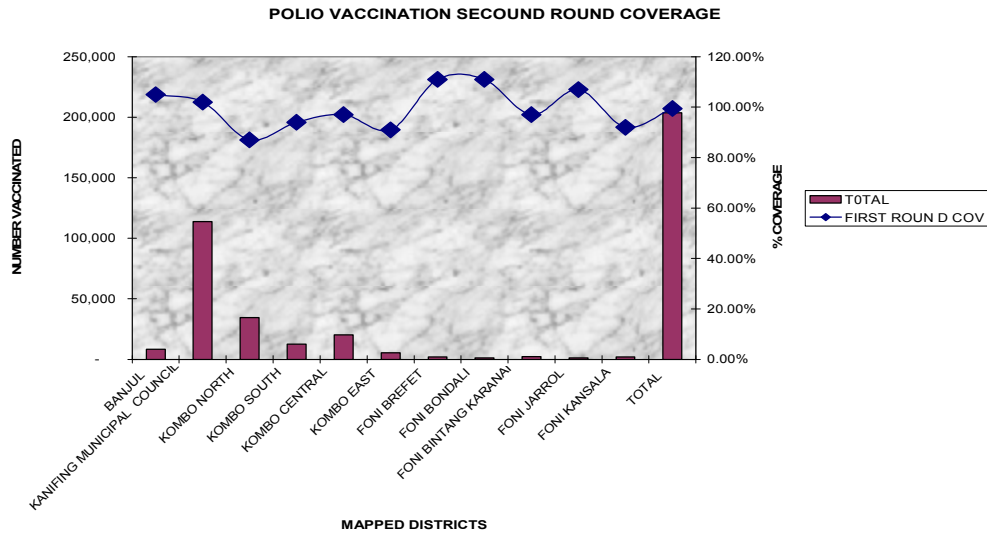
team also organized a national micro-planning workshop which attracted all the division health teams, WHO, UNICEF, and the Gambia Red Cross. The workshop set out to define the NID strategic plans and was followed by a divisional micro-planning and district mapping exercise.

- At the community level, the divisional sub-committee carried out mass vaccination sensitization whilst the national committee organized a media campaign based on a series of radio and TV programmes focusing on polio vaccination. The messages were produced by the EPI personnel in concert with the Health Education Unit, and other stakeholders. Areas covered included vaccine safety, vaccination campaign proposed dates, strategy, the importance of the campaign, cost effectiveness of polio eradication, Vitamin A supplementation and its importance as well as improved routine immunizations coverage.
- At the district level, the Gambia Red Cross and the divisional sub committee held meetings with all district heads, village heads and other influential community leaders as well as village health workers and midwives to sensitize them about the vaccination campaign. The same team led the training session with co-facilitators in which volunteers and Gambia Red Cross supervisors participated. The divisional and district supervisors benefited from the training which was also organized at the facility level.
- The volunteers and vaccinators focused on six key points:
 - polio vaccination technique,
 - VVM monitoring,
 - vaccine wastage,
 - the acute flaccid paralysis (AFP) case identification and reporting,
 - the importance of vitamin A and administration, and
 - vaccination records and compilation.
- At the end of each session, the vaccinators simulated the training before their deployment to their various communities. During the first round of the house-to-house campaign, the vaccinators administered the polio vaccine to children between 0-5 years and Vitamin A capsules at the second round.

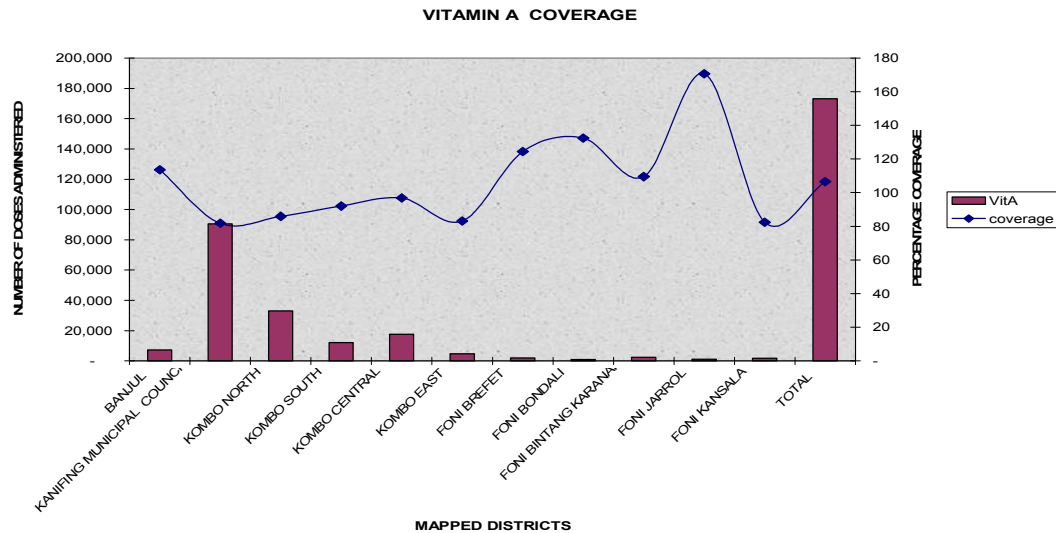


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At the first round NID coverage, the Western Division produced positive results with 95.52% coverage, equaling 198,672 children from a target of 207,573 children. This year’s immunization also showed an improved national coverage results indicating that the division constitutes over 50% of the national target population. The national society’s human resources during the NIDs facilitated the vaccinators’ accessibility to communities. This made it possible to vaccinate children within smaller perimeters for wider coverage over the four-day period.

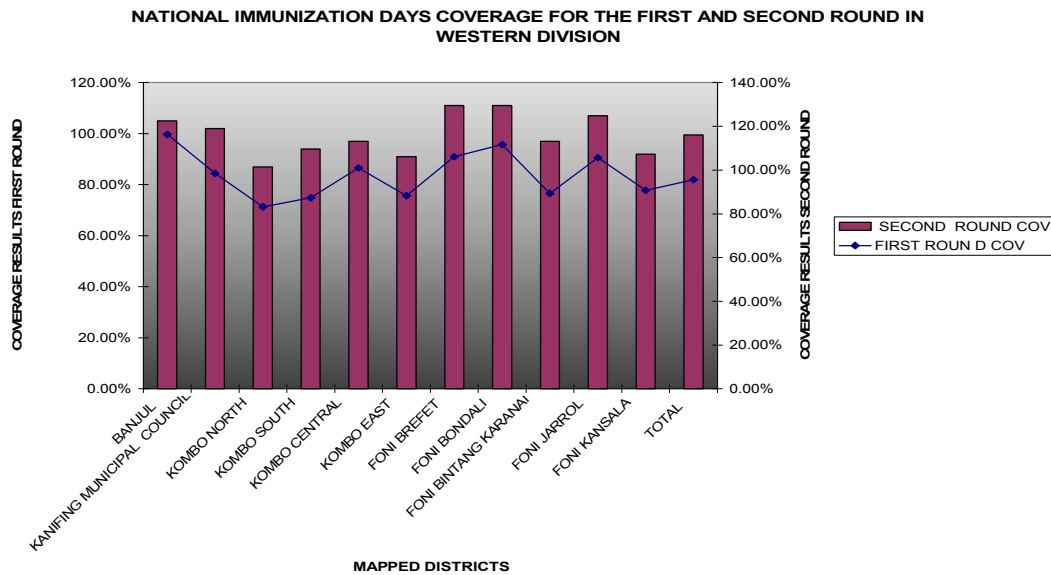


Between the first and second round of the vaccination in the Western Division, the coverage increased from 95.52% to 99%. This can be attributed to the Gambia Red Cross’ active involvement and the efforts of all the vaccinators, supervisors, and co-facilitators.



The Vitamin A supplement was administered to all infants aged 6-59 months. A unit measurement of 100,000 IU and 200,000 IU was administered to children aged 6-11 months and 12-59 months respectively. This further complemented the routine administration of Vitamin A to children and provided an opportunity to many children who do not fall in routine EPI programme. In the supplement coverage was quite successful in the Western Division, registering coverage of 107%.

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The 3.93% vaccination increase which accounts for 99.45% of its target coverage, during the second round in the Western Division, can be attributed to the vigorous house to house volunteer sensitization campaign before and during the NIDS. In addition, the effective utilization of employed staff for the NIDS was also a contributing factor for success.

At the end of the NIDs, the vaccinators reported two suspected cases of AFP in the first round and three in the second round within the division while a few cases of refusal were convinced to participate.

Constraints

- Delay in campaign implementation due to late funds disbursement.
- Lack of mobility for volunteer deployment to the communities for the social mobilization campaign and supervision.
- Inadequate vaccine carriers in the Kanifing Municipal Council and Banjul.
- Difficulty in implementing vaccinator monitoring in far and secluded communities due the lack of vehicle.
- The low immunization awareness among mothers/caretakers in the communities within the division.

Disaster Management

Goal: Gambian households have physical and economic access to sufficient, safe and nutritious food.

Objective: Five thousand school children (grades 4-6) understand, practice and benefit from adequate food to meet their dietary needs.

- The lack of a Disaster Preparedness/Management Officer as well as human resource and organizational constraints within the national society resulted in the inability to launch the food-security project during the reporting period. However, a revised plan of action aimed at enabling 9,000 primary school children to understand, practice and benefit from food adequacy to meet their dietary needs, has been implemented with a budget matching available funds.
- Relationship and coordination mechanisms are still underway between the state Education and Agriculture Ministries as well as the Gambia Red Cross to implement the project among 36 Lower Basic Schools in North Bank Division. The target audience has established nursery gardens for Muringa trees

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and is actively promoting the use of its leaves in the community. The parents have been sensitized on the importance of having Muringa gardens at home. The students, demonstrating their full understanding of the relationship between nutritious food and personal health, are maintaining their own gardens in schools while others maintain mini-gardens at home.

Constraints:

- Human resource and organizational constraints as well as the late funds disbursement delayed the programme's implementation.

Organizational Development (OD)

Goal: The Gambia Red Cross is a well-functioning national society capable of alleviating human suffering and delivering development services effectively and efficiently.

Objective: The national society has strengthened its governing, managerial and financial capacities at the national society headquarters and at branch and link levels.

1. The Gambia Red Cross has restructured and improved its organization and capacities at headquarters and branch level.

• Human resource policy and management are enhanced and administration procedures introduced at the national society headquarters.

The top priority for the Gambia Red Cross in 2004 has been to set up a management staff able to carry out the programmes at headquarters level. Thus, the national society went through a wide recruitment process and all key positions were filled with the hiring of the Secretary General, Programme Coordinator, Financial Manager, Volunteer Officer, Communication/Dissemination Officer, Health Coordinator, and Disaster Preparedness Coordinator.

• The national society has adopted policies and strategies in all core areas of intervention.

The national society, with Federation support, has completed its planning process with a Strategic Plan for 2005-2010. Project planning logframes are available in health, disaster preparedness with food security aspect, conflict preparedness and OD.

• The Gambia Red Cross is decentralized, having strong branches with the capacity to carry out the Mission of the national society.

Following the restructuring of the national society at headquarters level, the Gambia Red Cross is now focusing its energies at the local level particularly via the recruitment of branch heads for six out of the seven branches. This step should be completed in the first quarter of 2005. A plan of action to strengthen branches' capacities will be drawn up in collaboration with these local representatives.

• A nation-wide membership drive is promoted.

Due to lack of funding and available staff within the Gambia Red Cross, this activity will be completed in 2005 within the OD programme.

2. Financial management systems and procedures are improved and revenues from resource development activities are increased and diversified.

• Installation of a new accounting and budgeting software and development of a procedural manual.

Since the recruitment of a finance manager, the Gambia Red Cross has shown some willingness to improve its financial management. The board endorsed a manual created from recommendations raised by Deloitte Touche Tohmatsu following the audit covering 2000-2002 accounts during the General Assembly organized in September 2004. A new audit covering the 2003 accounts also raised issues linked to the internal control and accounting procedures.

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While progress has been made with respect to the implementation of the recommendations, the national society still needs to move ahead in structuring its financial management in reporting and budgeting management procedures. Meanwhile, lack of funding has caused delays in the computerization process. The Gambia Red Cross eventually selected a proposal from Deloitte Touche Tohmatsu to design and implement Access Accounts Horizons software package, software aimed at facilitating the national society's objectives to prepare/maintain its accounts books, financial statements and annual accounts to donors. The Dakar Office finance staff also contributed to improving the quality of the financial reports, moving from working advance system to cash transfer system and shared knowledge related to the Federation's financial procedures with the Gambia Red Cross finance team.

- **Competent, motivated and well-trained staff runs the national society.**

The Finance Manager carried out a mission in the regional office to work on the following activities within the scope of the finance development cooperation agreement: the introduction of a computerized accounting package with the purchase of new equipment, the implementation of a finance administration manual, the training of the finance staff, and the way to improve financial reporting documentation. Training for the accounts clerks as well as the finance personnel salaries for 2004 and part of the year 2005 were supported. The computer hardware used by the finance service has been upgraded and the offices have been totally refurbished.

- **Adequate financial resources allow the national society to cover its core costs at headquarters and branch levels.**

A broad reflection was launched this year, which led to the implementation of a 2005 budget. The regional finance development delegate and the Gambia Red Cross raised concerns about the financial challenge the national society will face in 2005 to cover all positions, especially those of the finance staff currently covered through the programmes.

- **Resource development committee meetings produce an operational resource development plan.**

The resource development plan was pending to the Gambia Red Cross Strategic Plan. According to this plan, the Gambia Red Cross will focus on advocating for higher government and local government subvention, improving its image by producing newsletters, brochures, and TV documentaries, establishing a permanent partnership with the private sector and introducing a proper management system of membership fees. According to these orientations, a plan of action still needs to be drawn by the national society. However, in 2004, the resource mobilization action was successfully focused on finding new tenants for the Red Cross House with new contracts that are more favorable than the previous ones.

Constraints

- Delays experienced in finalizing the strategic plan before being shared with the various Gambia Red Cross partners.
- The need to provide partners with better follow-up of national society's activities through regular use of communication network.
- The need to strengthen the financial and budget management for improved financial reports quality.

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

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA034
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)	323'634	123'630		121'477		568'741
Opening Balance (B)	6'243	0		32'488		38'731
Income						
Cash contributions						
British Red Cross		50'881		40'287		91'168
Danish Red Cross				299		299
Icelandic Red Cross				32'500		32'500
Irish Government				12'000		12'000
Other	0					0
Cash contributions (C1)	0	50'881		85'086		135'967
Reallocations (within appeal or from/to another appeal)						
DFID - British Government		20'417				20'417
Icelandic Red Cross		6'903				6'903
Irish Government				-3'587		-3'587
Reallocations (C2)		27'320		-3'587		23'733
Total Income (C) = SUM(C1..C5)	0	78'202		81'499		159'701
Total Funding (B + C)	6'243	78'202		113'987		198'431

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	6'243	0		32'488		38'731
Income (C)	0	78'202		81'499		159'701
Expenditure (D)	-4'946	-78'202		-59'722		-142'869
Closing Balance (B + C + D)	1'297	0		54'265		55'562

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA034
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance A - B
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
BUDGET (C)		323'634	123'630		121'477		568'741	
Supplies								
Food			24'263				24'263	-24'263
Seeds,Plants	2'594							2'594
Total Supplies	2'594		24'263				24'263	-21'669
Capital Expenditure								
Vehicles	31'824							31'824
Computers & Telecom	14'900							14'900
Others Machinery & Equipment			2'627				2'627	-2'627
Total Capital Expenditure	46'724		2'627				2'627	44'097
Transport & Storage								
Storage	2'300							2'300
Transport & Vehicle Costs	83'645	1'026	5'213		1'186		7'424	76'221
Total Transport & Storage	85'945	1'026	5'213		1'186		7'424	78'521
Personnel Expenditures								
Delegates Payroll	22'402							22'402
Delegate Benefits		309			10'559		10'868	-10'868
Regionally Deployed Staff	73'664							73'664
National & National Society Staff		353	1'718		4'557		6'628	-6'628
Consultants	6'000							6'000
Total Personnel Expenditures	102'066	662	1'718		15'116		17'495	84'571
Workshops & Training								
Workshops & Training	150'146							150'146
Total Workshops & Training	150'146							150'146
General Expenditure								
Travel	12'766	3'381			10'813		14'194	-1'428
Information & Public Relation	85'134	12			10		22	85'112
Office Costs	46'397	120			6'420		6'541	39'856
Communications					1'242		1'242	-1'242
Professional Fees					3'022		3'022	-3'022
Financial Charges		-401	-92		1'147		654	-654
Other General Expenses		6					6	-6
Total General Expenditure	144'297	3'117	-92		22'653		25'679	118'618
Program Support								
Program Support	36'968	321	5'083		3'882		9'286	27'682
Total Program Support	36'968	321	5'083		3'882		9'286	27'682
Operational Provisions								
Operational Provisions		-181	39'390		16'885		56'094	-56'094
Total Operational Provisions		-181	39'390		16'885		56'094	-56'094
TOTAL EXPENDITURE (D)	568'741	4'946	78'202		59'722		142'869	425'872
VARIANCE (C - D)		318'689	45'428		61'755		425'872	