

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

May, 2001

This Annual Report is intended for reporting on the Federation's Annual Appeals only.

Appeal No. 01.13/2000

Appeal Target: CHF 2,596,000

The Context

The year 2000 saw no end to conflict and suffering in Uganda as both internal strife in the north and west of the country and cross border incidents with neighbouring states continued to consume a large part of Uganda's resources. These resulted in increased population displacement (both refugees and internally displaced) doubling from 690,000 persons at the end of 1999 to approximately 1.2 million persons at the end of 2000.

Drought, unseasonable rainfall patterns and conflict affected crop production throughout 2000 leading to increased food insecurity for many vulnerable communities, particularly in the north and east of Uganda. A significant number of refugees, displaced persons and victims of drought continue to lack access to adequate potable water, food, land, shelter and other basic services. They also suffer from years of anguish, trauma and fear and are identified as the most vulnerable in Uganda and hence the focus of Red Cross assistance.

Epidemics of highly contagious and potentially deadly diseases including malaria, measles and ebola were prevalent in the country throughout the year, but particularly so in the north (ebola) and south-west (malaria) towards the end of the year. These epidemics required a significant response from local and international humanitarian agencies in the absence of well-functioning public health services. HIV/AIDS remained a major public health issue although the rate of infection was reported to be declining in Uganda.

Uganda continued to enjoy political stability and the strong support of the international donor community and international investors. The government demonstrated its commitment to democratic processes through the conduct of a referendum on the future political system in late June. Progress was achieved in decentralizing governmental functions to district level administration and the endemic problem of corruption received increased government attention. Needless to say the government had its critics, particularly on the issues of nepotism and the distribution of wealth and opportunities within the country, conflicts with neighbouring states and the government's failure to promote what many see as truly democratic reforms.

The economy continued to perform better than that of other countries in the region with real GDP growth forecast to increase to 6.4 per cent in 2001, owing to a recovery in agriculture and to large inflows for donor-funded infrastructure projects. Higher volumes of coffee exports will help offset the negative effects of lower coffee prices in 2000, and the current account deficit it expected to improve.

Total debt-service payments are estimated to fall from USD 111 million in 2000 to USD 102 million in 2001, owing to debt reduction under the heavily indebted poor countries initiative.

Objectives, Achievements and Constraints

Disaster Response

Objective: to provide technical support to the Uganda Red Cross Society (URCS) in the field of disaster response for national emergencies and, in particular, for the South-Western Refugee Operation.

Achievements/Constraints

South-Western Refugee Operation

The URCS provided ongoing relief, care and maintenance assistance to over 14,000 refugees in two camps in Mbarara district throughout 2000. With financial and in-kind assistance from the UN High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP), minimum standards for food, shelter and health services were met for a majority of the refugee population. The International Federation provided limited technical support throughout the year in the areas of water, sanitation, telecommunications, financial management and logistics, after formally handing over management responsibility for the relief operation in early February 2000.

The relief operation experienced problems with financial management in the second half of the year and the delivery of some services; water, sanitation and community services particularly were below acceptable standards. This was largely due to staff and financial resource shortages and the added pressure from a sustained influx of new arrivals throughout the year - the refugee population in the two camps grew from around 9,000 in January to over 14,000 in December 2000. The ability of the URCS to provide water and sanitation services to *Sphere* minimum standards was undermined by the size of the increase in the camp population and a decision by the government to allocate land for the new arrivals away from existing water facilities - this has been done to discourage further encroachment on refugee land by local Ugandans.

The management of this operation will receive continuing Federation support through regular on-the-job training (coaching of the local URCS staff) and in 2001 the operation will require ongoing technical assistance in the areas of water, sanitation, telecommunications, financial management and logistics from the regional delegation for East Africa in Nairobi.

National emergencies

The URCS, Federation and the International Committee of the Red Cross (ICRC) provided a joint response to the outbreak of ebola haemorrhagic fever in Uganda - first reported on 14 October 2000. The focus of Red Cross action was on: case tracing and disseminating information about the disease (identification and prevention); support to volunteers and district health workers with protective wear and some urgently needed medical supplies; logistical support to the operation (vehicles, fuel and communication); psycho-social support and limited non-food relief items to families of victims of ebola and for reintegrating individuals recovered from the disease back into their communities. A local appeal was launched in late October 2000 and the URCS was successful in mobilizing significant resources receiving contributions in cash, kind and services (including from local donors) towards the operation.

The joint operation delivered essential services in a timely and efficient manner and undoubtedly made a major contribution to the reduction in the spread of the disease. An evaluation of the joint

ebola operation focusing on co-operation within the Red Cross and Red Crescent Movement, volunteer management and URCS capacity building, was planned for March and April 2001.

The Federation identified constraints in URCS volunteer leadership, management and supervision during emergencies and in branch administration. Further capacity building is also required in the field of resource mobilization for disaster management and response in particular, strengthened capacity for needs assessment and appeal drafting.

The URCS disaster relief policy was finalized with support from the Federation and was approved by the society's central governing board.

Disaster Preparedness

Objective: to assist the URCS in strengthening its capacity in disaster preparedness, with a focus on strategic branches and in the context of the Great Lakes contingency planning.

Achievements/Constraints

Strategic branches

The URCS made good progress throughout 2000 with the further strengthening of its disaster response capacity in 18 strategic branches. This was largely achieved through the successful training of 360 volunteers in Red Cross Action Teams and through procurement and storage of non-food emergency relief items in strategic locations to enable a rapid response to local emergencies. Extensions to the VHF radio network, the deployment of mobile phones and the conducting of regional disaster preparedness workshops greatly enhanced the national society's capacity for early warning and effective networking in times of disaster.

Stronger capacity in strategic branches of the URCS will enable the DP/response programme to expand into the other vulnerable districts including Moroto and Kotido (Karamoja region) in 2001. Planning commenced for vulnerability capacity assessments and the introduction of community-based disaster management and disaster mitigation projects in four communities in 2001.

The disaster preparedness capacity of the URCS remains weak and based on inexperienced volunteers trained in basic first aid and some disaster management skills. Branches are not well equipped with the necessary skills to deal with major disasters and require follow-up training in specialist areas including search and rescue, trauma counselling, logistics and communications. Branches also need assistance with preparing plans for responding to potential disasters (earthquakes) and major refugee influxes.

The major constraints remain a lack of funding for disaster preparedness activities and the absence of sustainable systems for disaster preparedness and co-ordination of disaster response within the governmental sector. The URCS, with Federation support, will work to strengthen its advocacy role with the government in 2001.

Great Lakes contingency planning

The URCS and the Federation were major contributors to the updating of a disaster contingency plan for south-western Uganda. The plan includes UNHCR, the government of Uganda, WFP, NGOs and the Movement and presents a framework for responsibility and co-operation in the event of a humanitarian crisis in the south-western districts bordering the Democratic Republic of Congo (DRC), Rwanda and Tanzania. In 2000, the Federation considered that the URCS had achieved a level of capacity capable of managing a refugee influx of up to 30,000 persons without significant external support. Over the next two years the Federation would like to this capacity strengthened to accommodate a potential case load of around 100,000 refugees.

The likelihood of major humanitarian disasters in the Great Lakes region remains high. As part of regional preparedness the URCS and the Federation's delegation hosted a regional exchange visit by representatives from the Rwandan Red Cross and the Federation's delegation in Rwanda in early December to share knowledge about disaster preparedness and response (including the joint ebola operation). The visit will be followed up by URCS staff visiting Rwanda to conduct first aid and disaster preparedness training in 2001.

Health and Care

Objective: to support the URCS in its health programme.

Achievements

The health programme of the URCS consolidated its activities around first aid (training and services), blood donor recruitment and community based health care (predominantly construction of health centres and water and sanitation facilities) throughout 2000. The health programme achieved or exceeded many of its planned outcomes for the year. Approximately 2,500 volunteers were trained in either basic or standard first aid. Over 55,000 units of blood were collected from over 100 blood donor clubs throughout Uganda. A total of 17 water springs were protected and six shallow wells, 450 sanitary platforms (latrines) and three health centres were constructed. The society's health programme also played a key role in the ebola operation

In addition to its core health activities, the URCS expanded its programme into new areas in mass measles immunization efforts and commenced planning for a range of new health initiatives in the areas of routine immunization, HIV/AIDS prevention and road safety. This expansion is part of the national society's efforts to reorient its health activities in accordance with the priorities set out in the Federation's Africa Red Cross/Red Crescent Health Initiative (*ARCHI*).

With support of the American Red Cross, the URCS undertook a pilot project in support of measles vaccination in Apac, Lira and Nakasongola districts during March and April 2000. An evaluation of the pilot project revealed that URCS volunteers significantly increased awareness of the vaccination campaign and contributed to high turn out in the targeted districts. The URCS subsequently received funding through the Ministry of Health for social mobilization activities in support of a mass measles vaccination campaign held in the vulnerable districts of Moroto and Kotido (Karamoja region) in December 2000.

Constraints

While the health programme is undoubtedly achieving significant outcomes for vulnerable communities in Uganda, the programme remained constrained by its attempts to do too much with too few resources. Most health activities remain thinly spread and fail to demonstrate progress through increased efficiency or effectiveness in the delivery of services. The Federation will continue to provide assistance in developing skills for programme design (especially in the context of *ARCHI*), to help the URCS to focus on fewer, larger sub-programmes and to improve monitoring and quality assurance roles in managing the health programme.

Institutional and Resource Development

Objective: to contribute to the capacity building of the URCS through institutional and financial development in programme planning, implementation, monitoring and reporting.

Achievements/Constraints

Institutional development

The URCS made impressive achievements in institutional development throughout 2000 with the continuation of the restructuring process at the headquarters, the strengthening of branch capacity, the election of a new central governing board, the commencement of a new strategic planning cycle and through increased participation in regional Red Cross networks for institutional development. The URCS also demonstrated a high degree of professionalism and institutional capacity through its lead role in the joint Red Cross ebola operation during the last quarter of 2000.

Key appointments in 2000 included the filling of new positions including: a deputy secretary general in charge of programmes and operations; the creation of a senior health co-ordinator position; and, the appointment of a human resource co-ordinator. All three positions were filled by well-qualified women.

Branches continued to benefit from programme funding and seven branches benefited from twinning support from donors. Of the 45 URCS branches in Uganda, 43 conducted annual general meetings and elected new branch governing boards in 2000. Branch staff and volunteers participated in the annual programme planning cycle and greater responsibility for programme implementation was devolved to priority branches. The decentralization of programmes and increased responsibility for branches was an issue debated at various fora throughout the year and a process was put in place to address decentralization issues as part of the 2002-2006 strategic development plan of the URCS.

URCS was successful in raising substantial funding on its own from both local and international donors during the ebola operation and from local and regional businesses through its fund-raising programmes in 2000. The delegation spent a significant amount of time advising URCS on its fund-raising programmes and conducted an evaluation of the URCS corporate partnership as a case study for the region in early 2001.

Two successful partnership meetings were held in March and November. Federation support to capacity building of the URCS was strengthened in the last quarter with the appointment of a new head of delegation, experienced in institutional development.

The URCS continues to be constrained in its institutional development by a culture of centralism and resistance to change. The Federation provided important stimulus for the commencement of the strategic planning process and will need to continue this support throughout its implementation if the URCS is to tackle some of the remaining challenges for institutional development such as decentralization.

Programme development

The appointment of a deputy secretary general in charge of programmes and operations in early 2000 did much to advance the society's agenda for programme reform. The Federation complemented this position with the appointment of a counterpart programme co-ordination delegate in April 2000.

The URCS programmes made significant progress in programme development throughout the last three quarters of 2000 including more participatory planning, improved workplan and budget design, and better quality and more timely reporting. Programmes embraced a new approach of inter-programming in a concerted effort to improve efficiency and effectiveness in programme implementation and to better co-ordinate resource demands on branches between the often competing programme departments.

In mid-June the URCS conducted a five-day planning workshop for branch field officers and senior branch staff targeting improved efficiency and effectiveness in service delivery to branches and beneficiaries. The outcomes of this workshop formed the agenda for the society's management retreat, conducted in early August 2000, which discussed programme improvement issues and set the focus for the strategic planning process. The key issues included: improved branch-headquarters communication; greater integration of programmes (inter-programming); enhanced gender

mainstreaming within programmes; and, the process for the development of a decentralization strategy.

Programmes remained constrained by a general lack of funding and the late release of funds from participating national societies. This was partially caused by the poor quality and late release of quarterly reports from URCS-run programmes early in the year. Implementation remained constrained by an overly centralized (headquarters driven) approach to resource management and by the failure of URCS to retain previously trained volunteers.

The URCS requires further technical support in the implementation of the programme improvement agenda, particularly as it relates to the new strategic plan. The programme co-ordination delegate will depart in April 2001 and the Federation's representative will seek to co-ordinate regional and bilateral delegate support for programme capacity building.

Finance development

URCS programme managers and partners both within and outside the Movement are now benefiting from improved financial reporting. A systematic and transparent approach to programme and core budgeting was put in place, contributing to two successful partnership meetings during the year. A standard financial reporting format was designed to further enhance financial reporting and move the URCS towards a monthly financial reporting regime.

The Federation continued to support the development of the accounting system at the URCS with specific support from the ICRC and the British Red Cross in addition to general support through the URCS core and programme budgets. ICRC-funded programmes were successfully incorporated into the accounting systems of the URCS.

The accounts department at URCS was heavily over stretched throughout 2000. Inadequate resources limited the capacity of URCS to delivery timely and accurate financial reporting. The lack of human resources also limited the capacity of the accounts department to absorb the technical assistance being provided by the Federation's finance development delegate. The problems were exacerbated by the failure of the URCS to fill its chief accountant position.

The URCS also experienced significant problems with the financial management of the South-Western Refugee Operation following the departure of key financial personnel shortly after the hand-over of financial management responsibility from the Federation to the URCS.

Financial development at URCS remains constrained by the inability of programme co-ordinators to use workplans and budgets as effective tools for programme management. Ongoing coaching is required in the field of financial management training (for non-accountants).

Conclusions

The URCS is making rapid progress in the transition to being a well functioning national society. However, the basis upon which progress is being sustained remains weak. There is a strong need to consolidate gains and resolve ongoing problems before expanding into new areas. The URCS will require assistance from the Federation in completing the institutional development process it started with the 1999-2001 strategic plan. The URCS came to the realization in 2000 that it can no longer separate institutional development from programme development and the challenge of decentralization is likely to be a strategic focus over the next few years.

Whilst the URCS demonstrated a strong capacity for co-operation with Movement partners for relief activities and some capacity for raising relief funds locally, it remains difficult to attract funding for the ongoing care and maintenance activities for refugees in south-west Uganda. The URCS must reconsider its commitment and capacity to manage such operations when it is failing to meet minimum standards for disaster response to new refugee arrivals. The disaster preparedness

programme of the URCS requires additional support to ensure effective planning and training related to the instability in the Great Lakes region.

Federation support for institutional and resource development will be essential in 2001 during the strategic planning process and the design of a new country assistance strategy. The national society's programme improvement agenda is ambitious but achievable with strong support from participating national societies. The Federation's delegation in Uganda is being down-sized to a single Federation representative in early 2001. A model is being developed in co-operation with the regional delegation in Nairobi and with bilateral donor representatives to co-ordinate capacity building support to the URCS through the Federation's country representative in 2001.

For further details please contact: Martin Fisher, Phone: 41 22 730 4440; Fax: 41 22 733 03 95; email: fisher@ifrc.org

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>.

Peter Rees-Gildea
Head a.i.
Relationship Management Department

Bekele Geleta
Head
Africa Department

Annual Financial Reports 2000

- Explanatory Note -

1. Consolidated Response to the Appeal

- This report provides a global picture on the funding situation of a specific appeal at a specific time.
- The cash column indicates all cash contributions channelled through the Federation, together with the balance carried forward from the previous year. Financial statements in support of the reported income are available upon request.
- The in-kind contributions (goods and services provided in response to the appeal objectives) are registered in a stand-alone system, based on the information provided by the respective donor. The values of these donations are based on information received from donors, and will be reported as such in the income and expenditure part of the consolidated report.
- Direct cash or in kind contributions made to Operating National Societies or in kind donations made to the Federation Delegations in response to the appeal are recorded as in-kind contributions in the report.

2. Balance of Funds - Cash Only

This report is a summary cash statement, providing the information on the balance carried forward from the previous year, cash income (including reallocations), cash expenditure (including reallocations - ref. part III of the consolidated report), and the closing balance at the end of the year.

3. Budget Analysis / Breakdown of Expenditures

This section of the report provides a comparative analysis of the total expenditures (cash and in-kind) versus the last approved budget of the appeal.

- The cash column reports on all expenditures booked against the Federation projects and cost centres . It relates only to the use of cash contributions received by the Secretariat for the specific appeal. Financial statements in support of the reported expenditure are available upon request.
- The in-kind columns (goods/services and personnel) report on the in-kind contributions donated in response to appeals, as per the information received from donors. This information is shown both as contribution and as expenditure against the specific appeal, and is consolidated, together with the cash expenses, against the appeal budget. As financial information is not always available from PNS, and for consistency reasons, a flat rate is applied for the calculation of personnel costs.
- The consumption rate represents the level of total expenditures (cash and in-kind) compared to the total income available (opening balance, cash and in-kind contributions),

4. Pledges vs. Contributions

Attached to this financial report is the list of pledges against the respective appeal.

- The comparative analysis of the list of pledges and the list of actual contributions provides a clear insight into any outstanding pledges in response to the appeal.
- Any differences in values between the two reports are due to fluctuations in exchange rates at the time of booking and the time of reception of the contribution.

Appeal No & title: 01.13/2000 Uganda						
Period: year 2000						
Project(s): PUG160, 510, 515						
Currency: CHF						
III - Budget analysis / Breakdown of expenditures						
Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL	Variance
			Goods/services	Personnel	Expenditures	
SUPPLIES						
Shelter & Construction	39'000	29'218			29'218	9'782
Clothing & Textiles	37'500	13'827			13'827	23'673
Food/Seeds	46'676					46'676
Water	305'055	28'555			28'555	276'500
Medical & First Aid	19'650	397			397	19'253
Teaching materials	36'500	318			318	36'182
Utensils & Tools	62'550	4'736			4'736	57'814
Other relief supplies	17'036	37'643	608'598		646'241	-629'205
Sub-Total	563'967	114'694	608'598		723'292	-159'325
CAPITAL EXPENSES						
Land & Buildings						
Vehicles	24'000					24'000
Computers & Telecom equip.	13'500	4'892			4'892	8'608
Medical equipment						
Other capital expenditures	11'000					11'000
Sub-Total	48'500	4'892			4'892	43'608
TRANSPORT & STORAGE	228'100	118'243			118'243	109'857
Sub-Total	228'100	118'243			118'243	109'857
PERSONNEL						
Personnel (delegates)	411'918	296'273		135'523	431'796	-19'878
Personnel (local staff)	770'147	125'518			125'518	644'629
Training						
Sub-Total	1'182'065	421'790		135'523	557'313	624'752
GENERAL & ADMINISTRATION						
Assessment/Monitoring/experts		37'357			37'357	-37'357
Travel & related expenses	37'450	34'712			34'712	2'738
Information expenses	12'413	3'913			3'913	8'500
Administrative expenses	238'099	102'048			102'048	136'051
External workshops & Seminars						
Sub-Total	287'962	178'030			178'030	109'932
PROGRAMME SUPPORT	285'579	111'632			111'632	173'947
OPERATIONAL PROVISIONS						
Transfer to National Societies		114'920			114'920	-114'920
TOTAL BUDGET	2'596'173	1'064'201	608'598	135'523	1'808'322	787'851
Consumption rate:	Expenditures versus income		101%			
	Expenditures versus budget		70%			

Uganda						ANNEX 1
APPEAL No. 01.13/2000		PLEDGES RECEIVED			22.05.2001	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				2'596'000		TOTAL COVERAGE 77.1%
Balance carried forward from 1999				184'829		
BRITISH - RC		10'000	GBP	25'300	15.12.00	DELEGATION COSTS 2000
GERMANY - RC		50'000	DEM	40'195	28.03.00	REFUGEE RELIEF OP
GERMANY - RC				100'000	22.08.00	HOD MISSION COSTS
JAPANESE - RC		10'000'000	JPY	155'720	26.06.00	
NORWEGIAN - GOVT/RC				40'000	14.07.00	SUPPORT TO DELEGATION
NORWEGIAN - GOVT/RC		160'400	USD	261'131	31.07.00	GENDER, BRANCH DEVELOPMENT, DPP
SWEDISH - GOVT/RC		70'000	SEK	13'272	30.05.00	DP
SWEDISH - GOVT/RC		30'000	SEK	5'688	30.05.00	COORDINATION & MANAGEMENT
SWEDISH - GOVT/RC		300'000	SEK	56'880	30.05.00	MBARARA REFUGEES
AMERICAN GOVT (PRM)		220'000	USD	374'000	14.07.00	COORDINATION & MANAGEMENT
SUB/TOTAL RECEIVED IN CASH				1'257'015	CHF	48.4%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
UNHCR (DH02)		588'586'200	UGX	608'598	01.04.2000	Direct contract with Uganda RC
Australia	Delegate(s)			42'053		
Great Britain	Delegate(s)			58'480		
Switzerland	Delegate(s)			34'990		
SUB/TOTAL RECEIVED IN KIND/SERVICES				744'121	CHF	28.7%
ADDITIONAL TO APPEAL BUDGET						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	
THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:						
PUG160, PUG510, PUG515.						