

# 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

## RWANDA

June, 2001

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

*Appeal No. 01.48/2000*

*Appeal Target: CHF 2,281,000*

### *The Context*

Rwanda is a small, poor, over-populated and land-locked country. The population is approximately 8.3 million (*Economist Intelligence Unit* estimation, November 2000). Some 70 per cent of families live below the poverty line (World Bank 1998) and the country is ranked 164th out of 174 on the United Nations' *Human Development Index* (2000).

The Rwandan economy was badly damaged as a result of the genocide. It is based on a mainly subsistence agrarian rural economy (agriculture accounted for 40 per cent of GDP in 1999). There is continuing pressure as a result of a growing population and over exploitation of the land, which causes negative impact on the environment. While rainfall in much of Rwanda is consistent and good, there were fluctuations in recent years resulting in pockets of drought in some areas and flooding in others. In 2000 several parts of the country, especially the Bugesera area of Kigali Rural Prefecture, were affected by drought, affecting tea and coffee production.

Rwanda has a low level of industrialization (20 per cent of GDP in 1999), dependence on imports, low wages and insecure, daily-paid labour. Furthermore, per capita income is low, as is private sector investment but there is a high national debt which constrains expenditure on public services. Year on year inflation more than doubled between the first and second quarters of the year 2000 (3.6 per cent).

Since the genocide there were large numbers of returnees from a variety backgrounds, many of whom have yet to find their niches in the post-1994 Rwanda. There continued to be shortages of housing and land. There are an estimated 400,000 orphans, including child-headed families, and youth comprise 49 per cent of the population. Women outnumber men (5:4); there are a large number of single parent headed families (estimated at 440,000) of which women-headed families number some 77 per cent and 34 per cent of women are widowed heads of households. There are still 130,000 prisoners in jail. In an effort to solve the problem the government is introducing *gacaca*, a system of local customary courts to try the lower-level genocide cases.

There were several political upheavals during 2000. The presidency and vice presidency were both changed and there were several resignations due to allegations of corruption. However, the fundamental character of the Government of Rwanda changed very little. There are signs of perhaps greater opposition from within the ruling elite but democracy in the accepted western sense is unlikely in the near future.

The security situation in Rwanda is vastly improved and when compared to neighbouring countries is comparatively secure. Incidents affecting the operating environment of the International Federation's delegation are rare (although some incidents affecting Rwandans are probably unreported). However, the Great Lakes region remains one of potential insecurity and turbulence. Unresolved regional conflicts continue to threaten Rwanda's internal security and borders. Ongoing insecurity in Burundi remains a concern. Relations between Rwanda and Uganda were poor for much of 2000 due to conflicts in the Democratic Republic of Congo (DRC), but appear to have improved considerably since mid-2000.

## ***Objectives, Achievements and Constraints***

### ***Disaster Response***

**Objective:** The country and regional delegation will provide relief support to the Rwandan Red Cross (RRC) in various support functions, in close liaison with UN and other agencies, in times of disaster until the RRC can manage such operations independently.

#### **Achievements**

There were no major disaster response activities during 2000, but several minor interventions did occur. The RRC supported 225 returnees from DRC at its Kacyiru Centre since May 2000. At the centre the returnees received shelter and basic household items such as mattresses, blankets and cooking kits, in addition to food commodities supplied by the World Food Programme.

The RRC distributed non-food items (plastic sheeting, jerry cans, cooking kits, blankets and clothing) to 100 families in Byumba Prefecture made homeless as a result of landslides and 415 families in Gisenyi Prefecture as a result of a mudslide/floods in Kanam Commune. Also, the RRC maintained a presence at 26 public events.

### ***Disaster Preparedness***

**Objectives:** To assist the RRC in developing a full disaster response programme to include emergency relief, early warning and communication systems.

#### **Achievements**

This objective was not met completely, although considerable progress was made.

Radio sets were installed in Gikongoro, Kibungo and Gisenyi, as part of a network of emergency response centres being created by RRC and establishing of the communications network.

Despite a reduction of activities, and constant re-planning, a major success of 2000 was the establishment of four cadres or 'brigades' of emergency response teams. A total of 160 volunteers were trained of which 155 passed the standards and became members of the teams in Kigali Ville, Kibungo, Gisenyi and Gikongoro.

Training modules included: dissemination of International Red Cross and Red Crescent Movement history and activities; International Humanitarian Law and the fundamental principles; background on the RRC; field appraisal techniques; management systems; logistics; commodity distribution; tent erection; water treatment and distribution; disaster management; and report writing.

The RRC progressed considerably towards its goal of establishing four response teams around the country. In addition, the teams began to be equipped with emergency response commodities positioned in the four centres (including the two “DP houses”) at four locations in Rwanda (some commodities currently on order). It is difficult to assess the effectiveness of the training as the teams were not yet called upon to provide disaster response (although the Gisenyi team was involved in the landslide response in November as part of its training).

Another significant success in working towards the objectives outlined in the Country Assistance Strategy (CAS) 2000-2001 was the visit in September of the regional DP delegate, which reinvigorated the programme, led to better planning of it and to a very successful exchange visit to Uganda in December.

### **Constraints**

Major constraints of the programme included lack of clarity during the initial planning of the programme and lack of or very late funding. Hence, most of the activities were concentrated in the final two months of 2000. Nevertheless, they represent a major achievement in developing the capacity of the RRC in disaster preparedness.

## ***Health and Care***

**Objectives:** To support the community based first aid (CBFA) programme of the Rwandan Red Cross, activating the communities to ensure a good tie-in with the African Red Cross and Red Crescent Societies' Health Initiative (ARCHI) programmes and to fully cover the country.

### **Achievements and Constraints**

Of the planned ten health micro-projects in 10 communes of the regions, six micro-projects were started: Rubavu (an HIV/AIDS prevention project and latrine construction); Kirambo, Ngoma and Birenga (HIV/AIDS projects); Gishoma and Kinyamakara (malaria project).

In order to develop the capacity in the communities, 248 CBFA volunteers were trained in 10 educational establishments; 14 CBFA volunteers were trained in Kamambe commune and 19 in Rwisirabo. Training in HIV/AIDS prevention was provided to: 15 volunteers in Gisenyi Rubavu Commune; 25 community leaders; 44 volunteers in Rubavu and 13 in Umutara Nyagatare Commune.

Also, with the aim of reducing morbidity from malaria, 40 volunteers were trained in Gishoma and Kinyamakara.

The objectives to develop, print and distribute 400 RRC volunteer health manuals, 200 training manuals and 100 community based health manuals were all achieved.

There were numerous other health projects implemented by RRC and funded by national societies operating bilaterally, notably the French and Spanish Red Cross Societies.

### **Constraints**

The constraint on all these projects was the lateness of funding from donors.

## ***Humanitarian Values***

**Objectives:** To assist the RRC, together with the International Committee of the Red Cross (ICRC), in promoting humanitarian values.

### **Achievements and Constraints**

This was exclusively funded by ICRC and was not part of the Federation's programme during 2000.

### ***Institutional and Resource Development***

**Objectives:** Assist in revitalizing the new structure and components of the RRC and training new personnel to make it a viable and well functioning society with active components at all levels.

#### **Achievements and Constraints**

In 2000, 27 local communal committees were restructured and their skills were improved. Their activities and performance were followed up on and monitored. Indications of improved performance were evident in the production of regular reports on activities and production of micro-project proposals. Alongside the restructuring of the weaker committees the objective was to increase the number of new committees where previously there were none. During 2000 the number of committees was increased from 72 to 92, mainly in Gisenyi, Byumba, Ruhengeri, Umutara and Kibuye Prefectures.

In order to develop youth committees, one person from each local committee was trained in youth leadership (100 in total).

A two-day governance workshop (using standard Federation training modules) was implemented in September 2000 and facilitated by the deputy head of the regional delegation. Participants included: nine members (out of 12) of the RRC Governing Board; 10 Prefectural committee presidents (out of 12); and, 12 members of staff (eight from headquarters and four regional coordinators). Feedback from the workshop suggests that it was a great success and resulted in increased awareness of governance issues among the participants. However, overall impact was difficult to assess objectively, especially as this was the first such exercise since rebuilding of the national society following the events in 1994.

The branches development coordinator attended the seminar on volunteering in Dakar on 13-18 July and as a result was able to work on developing a more coherent volunteers' management and development strategy. The coordinator also participated in the Rwanda National Committee, set up in September 2000, in preparation of the celebration of the International Year of the Volunteer.

Membership card issues were streamlined. With the assistance of the British Red Cross, 2,962 t-shirts, 2,025 baseball caps and 3,000 lapel badges were ordered as well as 710 rain jackets.

It had been planned that a resource mobilization consultancy would be implemented during 2000 but this did not take place due to uncertainty over the terms of reference and then the departure of the secretary general. As a result, only two local branch committees established local resource mobilization committees and the national society in general failed to reach its objective of raising 25 per cent of its core costs.

### ***Conclusions***

Rwanda remains reliant on external assistance, which is declining. The proportion of assistance channelled through the United Nations and international non-governmental organizations also seems to be declining, with bilateral aid to the government comprising the major share. The USA and European countries (both individually and collectively) were the major donors. The delegation believes that while local funding is potentially available, the possible amounts are limited. Furthermore, local funds are unlikely without seed money which should be provided from within the Movement.

As an overview, reviewing progress during 2000 against the CAS 2000-2001 is hampered by a lack of detailed and quantifiable objectives in the original document, combined with an over-ambitious. The number of activities was therefore considerably less than originally planned and, due to lack of funding, required constant revision during the year with the result that at times there was more planning and revision than implementation. Nevertheless, some successes were recorded.

It is also worth noting that during the year the newly recruited secretary general of RRC left in October 2000, (to become Ambassador to Britain) and was replaced by a newcomer to the Movement. Similarly, the finance manager left in August 2000 and by the end of the year had not been replaced. Both these personnel changes were constraints on the programmes, as was the lack of a head of delegation at the beginning of the year.

On the plus side, as the planning for 2001 is more solid and the objectives are clearer, funding is looking more likely. The lesson is that clearer planning and credible budgets are more likely to generate donor confidence, resulting in more timely funding and timely implementation. *Strategy 2010* was a useful tool in focusing planning for 2001.

A priority is to build the capacity of the national society's finance department, which since mid-2000 lacked a finance manager, as effective financial planning and reporting by the RRC is clearly a necessity for confidence building among donors and for effective management. A new finance/administration manager was recruited and is in place and there are plans to recruit a finance development delegate to work with him.

While a streamlined "serving leader" delegation is definitely a worthwhile ideal to achieve, the Federation's representative, as the sole delegate, is severely overstretched by the depth and extent of assistance needed by the RRC. Although the potential of the RRC is great, the national society continues to require a great deal of support in order to build capacity and fully implement the programme activities.

Many bilateral societies operate programmes in Rwanda - often with limited involvement of the RRC and/or the Federation delegation. It is important that these become more integrated into the RRC's planning process in the future.

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

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

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## *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 channeled 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.



| <b>Appeal No &amp; title: 01.48/2000 Rwanda</b>          |                            |                   |                 |               |                |                  |
|--|----------------------------|-------------------|-----------------|---------------|----------------|------------------|
| <b>Period: year 2000</b>                                 |                            |                   |                 |               |                |                  |
| <b>Project(s): PRW001, 160, 503</b>                      |                            |                   |                 |               |                |                  |
| <b>Currency: CHF</b>                                     |                            |                   |                 |               |                |                  |
| <b>III - Budget analysis / Breakdown of expenditures</b> |                            |                   |                 |               |                |                  |
|  |                            |                   |                 |               |                |                  |
|  |                            |                   |                 |               |                |                  |
| Description  | Appeal Budget              | CASH Expenditures | KIND & SERVICES |               | TOTAL          | Variance         |
|  |                            |                   | Goods/services  | Personnel     | Expenditures   |                  |
| <b>SUPPLIES</b>  |                            |                   |                 |               |                |                  |
| Shelter & Construction                                   | 99'006                     | 4'864             |                 |               | 4'864          | 94'142           |
| Clothing & Textiles                                      | 272'49                     | 30'907            |                 |               | 30'907         | -3'658           |
| Food/Seeds   | 41'800                     | 205               |                 |               | 205            | 41'595           |
| Water  | 272'46                     | 1'399             |                 |               | 1'399          | 25'847           |
| Medical & First Aid                                      | 79'372                     |                   |                 |               |                | 79'372           |
| Teaching materials                                       | 49'852                     | 1'483             |                 |               | 1'483          | 48'369           |
| Utensils & Tools   | 26'176                     | 79                |                 |               | 79             | 26'097           |
| Other relief supplies                                    | 20'926                     |                   |                 |               |                | 20'926           |
| <b>Sub-Total</b>   | <b>371'627</b>             | <b>38'937</b>     |                 |               | <b>38'937</b>  | <b>332'690</b>   |
| <b>CAPITAL EXPENSES</b>                                  |                            |                   |                 |               |                |                  |
| Land & Buildings   | 183'000                    | -5'089            |                 |               | -5'089         | 188'089          |
| Vehicles   |                            | -37'784           |                 |               | -37'784        | 37'784           |
| Computers & Telecom equip.                               |                            | 16'776            |                 |               | 16'776         | -16'776          |
| Medical equipment  |                            |                   |                 |               |                |                  |
| Other capital expenditures                               |                            | -7'235            |                 |               | -7'235         | 7'235            |
| <b>Sub-Total</b>   | <b>183'000</b>             | <b>-33'332</b>    |                 |               | <b>-33'332</b> | <b>216'332</b>   |
| <b>TRANSPORT &amp; STORAGE</b>                           | <b>191'263</b>             | <b>99'773</b>     |                 |               | <b>99'773</b>  | <b>91'490</b>    |
| <b>Sub-Total</b>   | <b>191'263</b>             | <b>99'773</b>     |                 |               | <b>99'773</b>  | <b>91'490</b>    |
| <b>PERSONNEL</b>   |                            |                   |                 |               |                |                  |
| Personnel (delegates)                                    | 393'830                    | 106'953           |                 | 59'137        | 166'090        | 227'740          |
| Personnel (local staff)                                  | 495'782                    | 176'429           |                 |               | 176'429        | 319'353          |
| Training   |                            |                   |                 |               |                |                  |
| <b>Sub-Total</b>   | <b>889'612</b>             | <b>283'382</b>    |                 | <b>59'137</b> | <b>342'519</b> | <b>547'093</b>   |
| <b>GENERAL &amp; ADMINISTRATION</b>                      |                            |                   |                 |               |                |                  |
| Assessment/Monitoring/experts                            |                            | 54'724            |                 |               | 54'724         | -54'724          |
| Travel & related expenses                                | 31'070                     | 21'443            |                 |               | 21'443         | 9'627            |
| Information expenses                                     | 36'998                     | 20'713            |                 |               | 20'713         | 16'285           |
| Administrative expenses                                  | 326'946                    | 103'026           |                 |               | 103'026        | 223'920          |
| External workshops & Seminars                            |                            |                   |                 |               |                |                  |
| <b>Sub-Total</b>   | <b>395'014</b>             | <b>199'906</b>    |                 |               | <b>199'906</b> | <b>195'108</b>   |
| <b>PROGRAMME SUPPORT</b>                                 | <b>250'963</b>             | <b>76'378</b>     |                 |               | <b>76'378</b>  | <b>174'585</b>   |
| <b>OPERATIONAL PROVISIONS</b>                            |                            | <b>17'015</b>     |                 |               | <b>17'015</b>  | <b>-17'015</b>   |
| Transfer to National Societies                           |                            |                   |                 |               |                |                  |
| <b>TOTAL BUDGET</b>                                      | <b>2'281'479</b>           | <b>682'060</b>    |                 | <b>59'137</b> | <b>741'197</b> | <b>1'540'282</b> |
| <b>Consumption rate:</b>                                 | Expenditures versus income |                   | 87%             |               |                |                  |
|  | Expenditures versus budget |                   | 32%             |               |                |                  |

| Rwanda   |             |                  |      |                |            | ANNEX 1  |
|--|-------------|------------------|------|----------------|------------|--|
| APPEAL No. 01.48/2000                                    |             | PLEDGES RECEIVED |      |                | 30.03.2001 |  |
| DONOR  | CATEGORY    | QUANTITY         | UNIT | VALUE CHF      | DATE       | COMMENT  |
| <b>CASH</b>  |             |                  |      |                |            |  |
| REQUESTED IN APPEAL CHF ----->                           |             |                  |      | 2281000        |            | <b>TOTAL COVERAGE<br/>30.5%</b>                    |
| <b>Balance carried forward from 1999</b>                 |             |                  |      | <b>-145773</b> |            |  |
| BRITISH - RC   |             |                  |      | 66048          | 16.06.00   | CAPACITY BUILDING, PROMOTIONAL MATERIALS           |
| BRITISH - RC   |             |                  |      | 159028         | 01.09.00   | CONSTRUCTION OF 86 HOUSES IN MUNINI                |
| BRITISH - RC   |             |                  |      | 30000          | 27.10.00   | SUPPORT TO NS                                      |
| BRITISH - RC   |             | 5000             | GBP  | 12500          | 03.11.00   |  |
| CYPRUS - RC  |             |                  |      | 55             | 13.01.2000 |  |
| GERMANY - RC   |             | 150000           | DEM  | 120585         | 02.06.00   |  |
| ITALY - RC   |             |                  |      | 12675          | 28.01.2000 | MARCO SERAFINO'S COSTS                             |
| IRISH - RC   |             | 14404            | IEP  | 28743          | 13.06.00   |  |
| NORWEGIAN - GOVT/RC                                      |             |                  |      | 240000         | 14.06.00   | NS CORE COSTS, ID, DPP, HEALTH, COUNTRY DELEGATION |
| SWEDISH - GOVT/RC  |             | 100000           | SEK  | 18960          | 30.05.00   | DP   |
| SWEDISH - GOVT/RC  |             | 50000            | SEK  | 9480           | 30.05.00   | COOPERATION & MANAGEMENT                           |
| SWEDISH - GOVT/RC  |             | 300000           | SEK  | 56880          | 30.05.00   | NS ASSISTANCE                                      |
| SWEDISH - RC   |             | 150000           | SEK  | 28440          | 30.05.00   | REHABILITATION & OTHER PROGR.                      |
| <b>SUB/TOTAL RECEIVED IN CASH</b>                        |             |                  |      | 637621         | CHF        | 28.0%  |
| <b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>           |             |                  |      |                |            |  |
| DONOR  | CATEGORY    | QUANTITY         | UNIT | VALUE CHF      | DATE       | COMMENT  |
| Great Britain  | Delegate(s) |                  |      | 59'137         |            |  |
| <b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>               |             |                  |      | 59137          | CHF        | 2.6%   |
| <b>ADDITIONAL TO APPEAL BUDGET</b>                       |             |                  |      |                |            |  |
| DONOR  | CATEGORY    | QUANTITY         | UNIT | VALUE CHF      | DATE       | COMMENT  |
| <b>SUB/TOTAL RECEIVED</b>                                |             |                  |      | 0              | CHF        |  |
| <b>THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:</b> |             |                  |      |                |            |  |
| PRW001, PRW160, PRW503.                                  |             |                  |      |                |            |  |