

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 2002

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

Appeal No. 01.19/2001

Appeal Target: CHF 2,139,000 (USD 1,317,943 or EUR 1,463,092)

Operational Developments

In 2001, the total number of people in Uganda affected by calamities and in need of humanitarian assistance decreased from 1.1 million to 716,879 or by 35 per cent. This reduction was attributed to several factors including: (a) withdrawal of Uganda People's Defence Forces (UPDF) troops from the Democratic Republic of the Congo (DRC) and their redeployment to peripheral crisis districts; (b) resumption of diplomatic relations with Sudan; (c) discontinuation of arms and logistical support to the Lord's Resistance Army (LRA) and the Allied Democratic Forces (ADF), (d) peace initiatives by community leaders, (e) mediation by the Carter center, NGOs and donors, (f) the government's declaration of amnesty; and (g) census-taking in refugee settlements and in protected villages for the displaced.

In October 2001, OCHA reports gave a total of 178,201 refugees, 563,738 IDPs and 11, 1110 abducted children. The governments of Rwanda and Uganda undertook several initiatives to reconcile political conflicts and to prevent a war between the two neighboring countries. Internal tribal tensions due to disputes over livestock in the Karamoja region resulted in internal displacements. Seventeen out of forty-six districts in Uganda were affected by civil strife and natural disasters, including floods, landslides, droughts and fires. The northern and north - eastern regions of Uganda did not benefit from the country's overall economic growth. International donors strongly urged the government to invest in these marginalized regions. The withdrawal of UPDF troops from the DRC began and provided a challenge to the government and its international humanitarian partners to set up a demobilization and social integration program. The rate of traffic accidents in Uganda is among the highest in Africa and has a serious negative impact on the socioeconomic landscape. Recurrent epidemics such as cholera, bubonic plague, malaria and meningitis occurred in 2001 in several districts. The struggle against HIV/AIDS in Uganda continued to be a successful example among African states of concerted efforts on the part of the national government and international partners.

Objectives, Achievements and Constraints

Disaster Response

Objective 1 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.

South-western refugee operation

Achievements

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 Program (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, management, logistics and a health program. The refugee operation experienced problems with overall program management, the financial administration, logistics and external relations.

Together with the Federation, URCS conducted an in-depth evaluation of the programme and developed a plan of action to reorganize the operation. A new project coordinator was employed and URCS applied disciplinary measures to local staff, who did not perform according to the project objectives and quality criteria. New human resources development measures such as on and off the job training and coaching by URCS senior management were implemented. Dialogue with UNHCR and with government authorities was intensified over the year. A special advisor from the Tanzanian Red Cross assisted as interim manager to the SWRO within the context of regional cooperation among east African Red Cross Societies.

Water supply, particularly for the Nakivale camp was insufficient and Sphere standards were not fully met in this area. The German Red Cross funded water trucks as an interim solution and also assisted in the control of a local malaria outbreak.

Health and Care

Objective 1 To support the URCS in its health programmes.

Achievements

The epidemic of Ebola hemorrhagic fever in Uganda, which was first reported in October 2000 ended in March 2001 and affected 4,000 villagers in northern Uganda. During the first month of the reporting period the URCS continued its relief operation in close cooperation with the ICRC and the Federation, Activities focused on tracing of cases, health education activities and psycho-social support for families of infected patients. Non-food relief items were distributed to families of Ebola victims and they received counseling by specially trained volunteers to support their integration into the communities. The joint Ebola operation was evaluated and documented as a case study for internal capacity building within the Federation and received positive feedback from internal and external partners.

Local URCS branches demonstrated improved disaster response capacity, providing humanitarian assistance to approximately 2,500 beneficiaries during the following local emergencies:

- Large fires in Busia, Gulu and Masindi districts – distribution of non-food relief items;
- Local floods in Kasese: distribution of non-food items to beneficiaries, construction of latrines and protection of water sources;
- Eighty volunteers from Red Cross branches in Nebbi and Arua assisted local health authorities to control an outbreak of bubonic plague, which caused some 30 deaths in October and November.

Disaster Preparedness

Objective 1 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 and Constraints:

URCS has developed guidelines for disaster preparedness and response based on its disaster relief policy. A series of training sessions in community based disaster response were conducted for 120 participants, using a new training curriculum, which was shared with neighboring Red Cross Societies. The Federation's delegation provided inputs and training materials from the UN to the pilot training in northern Uganda.

Preparations began on the development of an advanced first-aid training course for rescue workers on rapid disaster response teams, which were planned as part of the National Road Safety Campaign in 2002. In March 2001 URCS organized a successful colloquium on traffic accidents in Uganda in cooperation with the police, the taxi and bus drivers' union, medical research institutes, traffic planners from the World Bank, Shell and Total petrol companies. Large in-kind donations of medical relief equipment were received from the German army and Ministry of Foreign Affairs through the German Red Cross to equip these rapid disaster response teams in selected strategic branches. One condition for the setting up of such teams is the decentralization of the URCS vehicle pool to branches.

During the presidential elections in March 2001, the national society launched a national DPP plan for political emergencies in Kampala and other major cities. Over 100 volunteers were mobilized and given first aid training for use during political manifestations and clashes between the candidates' supporters and their rivals. During mass events in Kampala, local Red Cross volunteers demonstrated their skills in providing first aid. The URCS radio communication system proved to be insufficient during this period and requires upgrading. Additionally, the lack of an ambulance pool was evident. At the time of writing, URCS had only two functioning ambulances, one of which was based in Mbarara for the refugee operation and one in the headquarters in Kampala.

Vulnerability Capacity Assessments were conducted in ten new branches and provided a base for community based disaster preparedness planning and branch development. During the reporting period, the need for closer cooperation between the DPP, youth, branch development and health programme became apparent. At the branch level a shortage of professional volunteers, such as medical personnel, became obvious as well as the urgent need to provide ongoing training and coaching for branch field officers and local boards on leadership and emergency management. The professional staff at headquarters and branch level were highly motivated.

Organizational Development

Objective 1 To contribute to the capacity building of URCS through institutional and financial development, in program planning, implementation, monitoring and reporting.

Achievements

In 2001 URCS conducted a successful participatory strategic planning process and a review of its branch capacities. This process, which was done in cooperation with Makerere University and the delegation, contributed to improved communication between headquarters and branches and involved more than 400 volunteers, staff and board members and external stakeholders at local and central level. The new strategic plan was presented to the donors at a partners meeting in August 2001 and formed the basis for a new country assistance strategy. At their quarterly meetings, branch field officers and local board members demonstrated the ownership of the new strategic plan and expressed

their wish to develop and maintain more regular and in-depth exchanges with headquarters in Kampala. Programme improvements were developed by the URCS with support from the delegation and led to improved quality in reporting from branches to headquarters.

Based on the experiences of the Ebola operation, in cooperation with the delegation URCS developed a curriculum for the training of volunteer coordinators in relief and development. In two pilot trainings, 80 selected volunteers were trained in leadership, program coordination, counseling and the principles and practices of ARCHI 2010. Ten participants attended these pilot trainings from neighboring Red Cross Societies in Tanzania, Rwanda, Sudan, Kenya, Ethiopia and Eritrea. URCS developed a national policy and guidelines for volunteering, which were used as a model in other African national societies. A solidarity fund for the protection of volunteers and their families in social and health related emergencies was not yet set up. In many of the 46 branches, volunteers could easily be mobilized at short notice for emergency operations but they lacked ongoing community based activities in the field of health services such as HIV/AIDS prevention.

The Federation supported the financial development of the URCS by introducing the computerized software program Navision Financial, by updating the financial procedures manual, by providing technical assistance in the reorganization of the finance department, including the recruitment of additional senior staff and the promotion of a policy of decentralization. The Federation continued to assist URCS in the field of financial resource mobilization through the facilitation of new corporate partnerships, as for example with Shell Uganda Ltd. This partnership grew within the context of the national road safety campaign and included components of know how transfer on management, human resource development, marketing and sponsoring. It required a solid relationship management beyond traditional ad hoc fundraising for single events. The use of an external fundraising coordinator by URCS concerning the partnership with the South African telecom company MTN was evaluated in January 2001.

During the reporting period the URCS played an active role in the East African Red Cross Network, which was chaired by the secretary general. The pilot training sessions on volunteer management organized by the Federation and URCS. received a positive response at regional and international level. The lessons learned from the Ebola operation were widely shared as a case study for internal capacity building. URCS hosted the first regional forum for Red Cross communication personnel in eastern Africa in November 2001. The chairman of URCS undertook a number of consulting missions on the invitations of neighboring national societies to support strategic planning processes and Federation evaluations. The URCS branch development coordinator chaired the regional working group on twinning and local capacity building. With support from the Swedish Red Cross, customer friendly diagnostic tools for branch capacity assessment were developed and tested in Uganda.

A very committed board and senior management team at the national level led the URCS. Its public image and reputation as a reliable partner among diplomatic missions and national government ministries increased during the reporting period. The operational management of the URCS programs was coordinated through monthly programme meetings. Weekly coaching and planning sessions took place during the reporting period between the secretary general, the deputy secretary general and the head of delegation.

Conclusion

During the reporting period, URCS demonstrated its capacity to manage its programs according to the “characteristics of a well-functioning society” and to conduct a strategic planning process based on the principles of Strategy 2010.

The Federation's delegation was closed in December 2001 and an integrated Federation Representative Office for Uganda and Rwanda was set up. Regional delegates and the representative based in Kigali will provide the technical support to URCS in the future on an in and outgoing basis for specific tasks. This new arrangement will reduce the day-to-day technical support for URCS.

Technical support by the Federation will focus in 2002 primarily on supporting the implementation of the New Strategic Plan and the decentralization within the institutional development program on a consultative basis. Support for the disaster relief and preparedness program with a focus on the south-western refugee operation will continue.

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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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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.19/2001 Uganda
Period: year 2001
Project(s): UG160, UG510, UG515
Currency: CHF

I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Reallocations	Goods/Services	Personnel	
Appeal budget	2,139,344				
less Cash brought forward	168,825				
TOTAL ASSISTANCE SOUGHT	1,970,519				
<u>Contributions from Donors</u>					
American Government PRM (DGUSPRM)	199,712				199,712
American Red Cross (DNUS)	9,655				9,655
British Red Cross (DNGB)	24,800				24,800
Canadian Red Cross (DNCA)	1,134				1,134
Donor - Unidentified (D000)	3,357				3,357
German Red Cross (DNDE)	189,239				189,239
Norwegian Govt.via Norwegian Red Cr	32,000				32,000
Norwegian Red Cross (DNNO)	8,532				8,532
Swedish Govt.via Swedish Red Cross	12,322				12,322
Swedish Red Cross (DNSE)	3,885				3,885
Australia				18,891	18,891
Germany				59,959	59,959
Great Britain				14,784	14,784
TOTAL	484,634			93,634	578,268

II - Balance of funds

Opening balance	168,825
CASH INCOME Rcv'd	484,634
CASH EXPENDITURE	-631,573

CASH BALANCE	21,886

Appeal No & title: 01.19/2001 Uganda

Period: year 2001

Project(s): UG160, UG510, UG515

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction	106,380	19,143			19,143	87,237
Clothing & Textiles	15,000	13,037			13,037	1,963
Food/Seeds	5,000					5,000
Water	17,676	36,701			36,701	-19,025
Medical & First Aid	25,170	11,850			11,850	13,320
Teaching materials	28,500					28,500
Utensils & Tools	34,188					34,188
Other relief supplies	181,186	3,743			3,743	177,443
Sub-Total	413,100	84,474			84,474	328,625
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles	66,000					66,000
Computers & Telecom equip.	19,400	-15,339			-15,339	34,739
Medical equipment						
Other capital expenditures	3,600	1,330			1,330	2,270
Sub-Total	89,000	-14,009			-14,009	103,009
<u>TRANSPORT & STORAGE</u>	187,785	81,120			81,120	106,665
Sub-Total	187,785	81,120			81,120	106,665
<u>PERSONNEL</u>						
Personnel (delegates)	302,715	177,209		93,634	270,843	31,872
Personnel (local staff)	642,874	105,932			105,932	536,943
Training						
Sub-Total	945,589	283,141		93,634	376,775	568,815
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	27,100	7,718			7,718	19,382
Travel & related expenses	45,092	20,403			20,403	24,689
Information expenses	11,438	3,300			3,300	8,138
Administrative expenses	155,412	63,615			63,615	91,797
External workshops & Seminars	29,500					29,500
Sub-Total	268,542	95,036			95,036	173,506
<u>PROGRAMME SUPPORT</u>						
Programme management	144,256	43,779			43,779	100,477
Technical services	43,183	13,108			13,108	30,075
Professional services	47,889	14,540			14,540	33,349
Sub-Total	235,328	71,428			71,428	163,900
Operational provisions		30,384			30,384	-30,384
Transfers to National Societies						
TOTAL BUDGET	2,139,344	631,573		93,634	725,207	1,414,137

Consumption rate: Expenditures versus income 125%
Expenditures versus budget 34%