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# Emergency Plan of Action Final Report

Democratic Republic of the Congo (DRC): Population Movement

 International Federation  
of Red Cross and Red Crescent Societies

<b>DREF operation</b>	<b>Operation n° MDRCD027</b>
<b>Date of Issue: 25 May 2020</b>	<b>Glide number:</b>
<b>Date of disaster: December 2018</b>	
<b>Operation start date: 28 January 2019</b>	<b>Operation end date: 28 June 2019</b>
<b>Host National Society: DRC RC<sup>1</sup></b>	<b>Operation budget: CHF 263,017</b>
<b>Number of people affected: 78,928</b>	<b>Number of people assisted: 3,600</b>
<b>N° of National Societies involved in the operation: 1 (DRC RC)</b>	
<b>N° of other partner organizations involved in the operation: 2 (Government of DRC, MSF<sup>2</sup>)</b>	

The major donors and partners of the Disaster Relief Emergency Fund (DREF) include the Red Cross Societies and governments of Belgium, Britain, Canada, Denmark, German, Ireland, Italy, Japan, Luxemburg, New Zealand, Norway, Republic of Korea, Spain, Sweden and Switzerland, as well as DG ECHO and Blizzard Entertainment, Mondelez International Foundation, and Fortive Corporation and other corporate and private donors. The Netherlands Red Cross (NLRC), the Belgian Government and Canadian Government contributed to replenishing the DREF for this operation. On behalf of the Red Cross Society of The Democratic Republic of the Congo (DRC RC), the IFRC would like to extend gratitude to all for their generous contributions.

<Click [here](#) for the final financial report and [here](#) for contacts>

## A. SITUATION ANALYSIS

### Description of the disaster

On Sunday 16 December 2018, inter-ethnic violence in the territory of Yumbi, in Mai Ndombe province of The Democratic Republic of the Congo (DRC) led to the destruction of property and forced a large number of the population from the affected areas to cross River Congo to find refuge in several localities in the Republic of Congo (RoC-Brazzaville) and in the territory of Bolobo in the DRC. The conflict that opposed the Banunu and Batende communities is said to have originated as a result of long-standing tensions between both communities, which were further compounded by tensions surrounding the 30 December 2018 presidential elections in the DRC. In just two days, about [900 people were reported to have been killed in Yumbi territory](#). The tensions were further fueled by the announcement of the election results in early January 2019. The conflict mainly affected the localities of Yumbi, Nkolo and Bongende, with the destruction of houses and social infrastructure, and several cases of physical violence.



DRC Red Cross volunteers supported the construction of emergency shelters in Yumbi / Photo by DRC RC

<sup>1</sup> Democratic Republic of the Congo Red Cross Society

<sup>2</sup> Médecins Sans Frontières

In that context, DRC Red Cross, supported by the International Federation of Red Cross and Red Crescent Societies (IFRC), requested financial support from the IFRC's Disaster Relief Emergency Fund (DREF) to assist people displaced within the DRC and provide them with immediate supplies. For details on the damages resulting from that conflict, kindly read the DREF operation and the two operations updates that were published on [IFRC public website](#). This final report is highlighting the achievements with DREF funds in the DRC. Another DREF operation managed by IFRC's Country Cluster Office in Yaoundé was launched to assist DRC people who had found refuge in neighbouring Republic of Congo (RoC). For details on that other operation, read [here](#).

## Summary of response

### Overview of Host National Society

*DRC RC is a neutral humanitarian organization and auxiliary to public authorities.* As regards this DREF operation, the National Society achieved the following with funds received:

- ✓ Conducted a detailed assessment of households affected in targeted localities;
- ✓ Results of the assessment provided an in-depth view of the extent of the damage caused by the conflict and guided the selection of the most affected 600 beneficiary households that were assisted in this operation. For details on selection criteria, see operations on 27 May 2019;
- ✓ Supported the construction of 567 emergency shelters to accommodate targeted affected households;
- ✓ Assisted 600 households with non-food items (NFI);
- ✓ Provided psychosocial support to 555 affected people;
- ✓ Reached 3,600 people with health and first-aid services;
- ✓ Reached 3,600 people with WASH services.

### Overview of Red Cross Red Crescent Movement in country

IFRC Country Office's Program Coordinator, Logistics Delegate, a shelter RDRT, and a driver with IFRC vehicle supported the implementation of planned activities.

The ICRC assisted 3,181 households with food items consisting of rice, beans, maize flour, groundnut oil and salt for one month and supported three health structures with essential medication.

Coordination meetings between the National Society, ICRC and IFRC were held regularly to ensure synergy of action in the field. A joint situation assessment was conducted, and the data served as a basis for the implementation of activities for all stakeholders/components.

### Overview of non-RCRC actors in country

The Ministries of Interior and Humanitarian Affairs assisted 2,000 households with essential household supplies, school kits and all families who lost their homes in the reconstruction of roofs. With regards to the latter, complementary action was considered between the military engineers (in charge of building houses) and the Red Cross (temporary walls made of tarpaulin).

WFP assisted families affected through food distribution for three months following the ICRC's distribution.

Médecins Sans Frontières (MSF) assisted the two main health centres in Bolobo and Yumbi with medical kits. An emergency operation centre (EOC) was set up in Yumbi to take care of the injured and increase the workforce in the hospitals with medical staff.

MAGNA also intervened in the health sector taking over from MSF, which withdrew after one month of activity. MAGNA set up a team for the psychosocial care of the affected people. In its intervention, MAGNA worked with Red Cross volunteers trained in PSS.

ACTED assisted affected and host households with essential household equipment. Through the coordination mechanism set up, ACTED and the DRC Red Cross worked in synergy by sharing the localities to intervene, and harmonizing the kits to be distributed. Thus, ACTED completed the Red Cross NFI kit by adding one piece of cloth and one tarpaulin per beneficiary family.

OXFAM conducted water, hygiene and sanitation activities in affected localities.

## Needs analysis and scenario planning

The detailed assessment conducted in the directly affected localities and reception areas (islets) resulted in the registration of a significant number of affected families (3,181 in total). However, the assessment could not be held in the locality of Bongende as initially planned, because the surviving population, due to fear and lack of housing, were yet to return. In total, out of the 63 reception islands only 11 could be visited for the registration of affected/displaced people. Burials carried out throughout the localities are a decisive cultural factor that always recalls the horrors of the conflict in the memory of the populations. The needs remain the same but with an emphasis on those for shelter support, psychosocial support, exhumation and dignified burial at cemeteries according to local rites and customs in the field, support for agricultural and fishing equipment, promotion of social cohesion and peace promotion. All cultures have been destroyed and all their survival activities interrupted. This exposes them to growing food insecurity with a risk of developing severe malnutrition.

## Risk Analysis

The first risk faced in the implementation of the operation was the very difficult access to the intervention area. To solve this issue, operation teams had to travel through RoC to get to affected localities in the DRC. IFRC provided a vehicle to support activities in the field. The second was the risk incurred by Red Cross volunteers during the delivery of equipment and travel by makeshift means of transportation. The lack of effective communication was also a risk as the operation manager had to travel miles in search of Internet connection and sometimes for telephone network.

The cumulative delay in the implementation of actions aimed at reconciliation and peaceful coexistence exacerbated mistrust between the two enemy groups and the risk of renewed hostilities was permanent. That is why extreme solutions such as deploying teams from DRC to travel through RoC back to the affected localities in the DRC were used to reduce delays.

## B. OPERATIONAL STRATEGY

### Proposed strategy

#### Overall operational objective

The overall objective of this operation was to provide emergency shelter, NFI, food, Health and WASH assistance to 600 most vulnerable households in Bongende, Nkolo and Yumbi communities, directly affected by the unrest, and also to Bolobo community where some of the affected households took refuge.

The proposed strategy remained the same as detailed in the [Emergency Plan of Action](#).

## C. DETAILED OPERATIONAL PLAN

	<p><b>Shelter</b></p> <p>People reached: 3,402<sup>3</sup></p> <p>Male: 1,633</p> <p>Female: 1,769</p>	
<b>Outcome 1: Communities and households affected by the crisis restore their safety and strengthen their well-being and long-term recovery by solving the shelter and habitat problem</b>		
<b>Indicators:</b>	<b>Target</b>	<b>Actual</b>
Number of emergency shelters constructed	600	567
<b>Output 1.1: Affected households are provided with short and medium-term assistance in shelter and habitat</b>		
<b>Indicators:</b>	<b>Target</b>	<b>Actual</b>
Number of beneficiary households supported	600	567

<sup>3</sup> 52% of the people reached are women, and 48% are men. Emergency shelters were constructed for 567 households. The average size of a household in the DRC is 6 people. Thus the operation reached 3,402 people.

**Output 1.2:** Affected households are provided with technical support, orientation and sensitization on the design and installation of safe and improved shelter

Indicators:	Target	Actual
Number of local volunteers/craftsmen trained/strengthened on building emergency and safe shelters	75	50

#### Narrative description of achievements

The IFRC logistics services at both Kinshasa and Yaoundé levels, including DRC Red Cross logistics services, were mobilized to purchase all the shelter materials needed for the operation. Those materials included wood, tarpaulins and other emergency shelter construction materials. The NS, supported by IFRC, deployed a Shelter RDRT who trained 50 volunteers and craftsmen on the building of emergency and safe shelters. The trained volunteers supported the construction of 567 emergency shelters in affected localities as summarized on the following table:

Localities	Emergency shelters with iron sheets	Emergency shelters with tarpaulins
Yumbi	402	82
Nkolo	47	0
Bongende	36	0
<b>Subtotal</b>	<b>485</b>	<b>82</b>
<b>Total</b>		<b>567</b>

#### Challenges

Working in collaboration with the Congolese Armed forces delayed Red Cross work as it was not possible to operate concomitantly with them. Thirty-three (33) emergency shelters were not constructed because of the involvement of the Congolese Armed Forces in the process. Moreover, UNICEF distributed pre-manufactured shelters to some of the affected people, and there was no point duplicating. In addition, logistics challenges such as bad roads and unanticipated transport costs delayed implementation. As a result, a no-cost extension was requested and obtained to be able to finalize planned activities. Moreover, identifying the 600 households to be reached proved to be a tough task as this number of beneficiaries was far below the number of people in need of assistance. A joint Red Cross and Heads of neighbourhoods commission was set up to identify the beneficiaries prior to distributions and construction of emergency shelters. The minutes of the meetings to select beneficiaries were shared with the Administrator of Yumbi Territory before the implementation of activities.

#### Lessons Learned

The emergency plan of action (EPoA) did not provide for a budget line dedicated to the selection of beneficiaries. This was a mistake as identifying beneficiaries in a sensitive context such as that of Yumbi took time, money and humanitarian diplomacy. In general, resources and time for identification of beneficiaries should be fully accounted for during planning and especially in contexts where not all affected people will be provided with assistance. In addition, it would be good to provide DRC Red Cross headquarters with a motorized canoe for interventions in areas where access is only possible through the River Congo; and many places in DRC are in that situation.



#### Livelihoods and basic needs

People reached: 3,600

Male: 1,728

Female: 1,872

#### Outcome 1: Communities, especially in disaster and crisis-affected areas, restore and strengthen their livelihoods

Indicators:	Target	Actual
Number of HH assisted with NFIs	600	600
Number of volunteers trained in distribution techniques	30	33

#### Narrative description of achievements

Thirty-three (33) DRC Red Cross volunteers were selected and trained on distribution techniques. The trained volunteers then distributed non-food items (NFIs) to the 600 households selected by the joint Red Cross and Heads of neighbourhoods commission. Each household received a kit consisting of one kitchen kit, three pieces of soap, two blankets, one packing bag, one 20 litre can, two mats, two mosquito nets, one 20 litre bucket, one loincloth and

one tarpaulin. The loincloths and tarpaulins were made available to the Red Cross by ACTED. Upon completion of the shelters, each beneficiary household received a bucket and four pieces of soap.

### Challenges

Finding a warehouse to store the NFIs within the affected localities posed a difficult challenge. A catholic church later which provided temporary space for storage and packaging of the NFIs before distribution.

### Lessons Learned

The distributions were delayed because it took a long time to purchase the items internationally. It would be advisable to preposition some items in the National Society warehouse in Kinshasa from where they can be deployed quickly when needed.



## Health

People reached: 3,600

Male: 1,728

Female: 1,872

### Outcome 1: Vulnerable people's health and dignity are improved through increased access to appropriate health services

Indicators:	Target	Actual
Number of people receiving health and first-aid services	3,600	3,600
Number of households receiving mosquito nets	600	600
Number of first aid teams set up and equipped with first aid kits	8	8
Number of volunteers trained in PSS	21	21
Number of PSS sessions organized for returnees with psychological problems in the 2 targeted locations	72	81
Number of PSS sessions held for internally displaced persons with psychological problems	9	10

### Narrative description of achievements

Trained DRC Red Cross volunteers distributed 600 mosquito nets to the 600 households identified for the operation, based on 1 mosquito net per household. In addition, the NS conducted 81 PSS sessions, including 72 sessions for returnees and 9 sessions for internally displaced people in the localities targeted by the operation. Through those sessions, the NS reached 555 people, including 219 women, 323 men and 13 children. Red Cross volunteers also provided first aid and health services to 600 households or 3,600 people.

### Challenges

The main challenge was access to the affected locality as explained under the Shelter section above.

### Lessons Learned

It would be good to provide DRC Red Cross headquarters with a motorized canoe for interventions in areas where access is only possible through the River Congo and many places in DRC are in a similar situation.



## Water, sanitation and hygiene

People reached: 3,600

Male: 1,728

Female: 1,872

### Outcome 1: Immediate reduction in risk of waterborne and water related diseases in targeted communities

Indicators:	Target	Actual
Number of households trained in water treatment	600	600
Number of households that received Aqua tabs tablets	600	600

Number of volunteers briefed on sanitation	30	50
Number of sanitation/health sessions organized	24	20
Number of volunteers trained on conducting WATSAN surveys and hygiene promotion as well as CEA basics and how to communicate with communities	21	21
Number of awareness sessions organized	16	16
# of people reached with hygiene promotion activities	3,600	3,600

#### **Narrative description of achievements**

Fifty (50) trained DRC Red Cross volunteers organized 16 hygiene promotion (awareness) sessions in affected localities, reaching 3,600 people, including 1,728 men and 1,872 women. In addition, the volunteers distributed aqua tabs to 600 targeted households and briefed them on how to use the tablets for water purification at home. Red Cross volunteers also conducted 20 sanitation campaigns in targeted localities, in collaboration with the local population.

#### **Challenges**

The main challenge was access to the affected locality as explained under the Shelter section above.

#### **Lessons Learned**

It would be good to provide DRC Red Cross headquarters with a motorized canoe for interventions in areas where access is only possible through the River Congo and many places in DRC are in a similar situation.



### **Protection, Gender and Inclusion**

**People reached: 3,600**

Male: 1,728

Female: 1,872

**Outcome 1: Communities supported by NS identify the needs of the most vulnerable and particularly disadvantaged and marginalized groups, as a result of inequality, discrimination and other non-respect of their human rights and address their distinct needs**

Indicators:	Target	Actual
% of men who received assistance	48%	48%
% of women who received assistance	52%	52%
Percentage of people (women and men) who were considered according to gender and diversity factors	60%	30%

#### **Narrative description of achievements**

All volunteers were trained in gender and inclusion and took into account the principles learned in carrying out the activities. During the beneficiary selection process, trained Red Cross volunteers insisted on gender balance on the selected beneficiary. This was reflected in the number of people assisted as shown in the sections above, i.e. 1,728 men and 1,872 women. While this percentage was obtained almost naturally during the selection process, it should be emphasized that at least 30% of the beneficiaries were selected based on gender and diversity factors such as women- or children-headed households and people with disabilities.

#### **Challenges**

The main challenge was access to the affected locality as explained under the Shelter section above.

#### **Lessons Learned**

It would be good to provide DRC Red Cross headquarters with a motorized canoe for interventions in areas where access is only possible through the River Congo and many places in DRC are in a similar situation.

### **Strengthening National Society**

**Outcome 1: The capacities of the National Societies and volunteers involved in the operation are strengthened and motivated**

**Output S1.1.1: National Societies have effective and motivated volunteers for this operation**

Indicators:	Target	Actual
# of RDRT member with shelter profile recruited	1	1
# of DRC RC volunteers deployed	120	140
# of DRC RC volunteers insured	66	66
# of DRC RC volunteers trained in each specific field	120	105 <sup>4</sup>
<b>Narrative description of achievements</b>		
IFRC supported the deployment of an RDRT member with Shelter profile who supported the DRC Red Cross with the construction of emergency shelters. The RDRT member was assisted by 140 volunteers trained as part of this operation. The operation team had to increase the number of volunteers from 120 to 140 to match the reality in the field, considering the large areas to be covered. Some of the 140 volunteers were already insured by other projects, and this operation supported the insurance for 66 DRC Red Cross volunteers. A total of 105 volunteers received specific trainings, on the basis of 33 volunteers trained in distribution techniques, 51 in WASH, and 21 in PSS.		
<b>Challenges</b>		
Reporting on this operation was a real challenge as the RDRT member was deployed for 1 month at the beginning of the operation. It would have been good to have another RDRT member deployed during the last month of the operation to ensure smooth reporting.		
<b>Lessons learnt</b>		
For subsequent operations requiring RDRT support, it will be good to deploy 1 during the last month of the operation to ensure smooth reporting. In addition, the IFRC staff who implemented the operation left without drafting the final report. End-of-mission clearance should only be given when clear provisions have been made as to who and when pending final reports will be developed.		

## D. THE BUDGET

The overall budget for this operation was CHF 263,017, of which CHF 202,356 was spent, i.e. 77% of the budget. The unspent balance is 60,660 and will be returned to the DREF pot. This amount was not spent because 33 emergency shelters were not constructed due to the involvement of the Congolese Armed Forces in the process. Moreover, UNICEF distributed pre-manufactured shelters to some of the affected people, and there was no point duplicating.

### Explanation of variances:

Overspending and expenditure without a budget were made for the following reasons:

- “Food” was not budgeted for but was spent by CHF 126 because an unplanned field office was opened, and water was purchased for that office. It should be noted that the operation team decided to open that office as field conditions could not allow for the management of the operation from Kinshasa Office.
- “Other Supplies & Services” was not budgeted for but was spent by CHF290 due to the expenses made by the unplanned field office that was opened for the operation.
- “Storage” budget line was exceeded by 4,280 CHF (586%) because the initial budget was underestimated, and the items purchased were stored for a longer period as a result of the no-cost extension of the operation timeframe.
- “Transport and Vehicle costs” also exceeded by 4,599 CHF (90%) because access to Yumbi proved to be more difficult than anticipated during planning. Staff, vehicles and NFIs were finally moved to Yumbi through the Republic of Congo.
- “International Staff” budget line is exceeded by CHF 1,445 (10%) because RDRT contracts were extended as a result of difficult access to Yumbi and operation timeframe extension, and the RDRT member equally had to return to Kinshasa for visa extension.

<sup>4</sup> 33 volunteers trained in distribution techniques, 51 in WASH, and 21 in PSS

- “National Staff” line exceeded by CHF 486 because a driver was recruited to transfer the vehicle from Mbuji-Mayi to Yumbi and drive the car for 2 months during the operation in Yumbi.
- “National Society Staff” line was exceeded by CHF 4,651 (116%) because it was only budgeted for 2 months, but the staff had to be deployed for 3 months given accessibility challenges.
- “Volunteers” was overspent by CHF 10,779 (78.9%) because the NS used more volunteers than initially planned. This was imposed by the difficulty to access most targeted localities. Moreover, the operation timeframe was extended, and volunteers in some places worked for more days than initially planned.
- “Professional Fees” were not budgeted for but were spent by CHF 75 due to translation costs. The documents were prepared in French to ease discussions with the NS, and then translated into English before they were shared with Nairobi Regional Office.
- “Travel” budget line was overspent by CHF 9,790 (87.9%) because access to Yumbi proved to be more difficult than anticipated during planning. Staff, vehicle and NFIs were finally moved to Yumbi through the Republic of Congo.
- “Information and Public Relations” was overspent by CHF 1,177 (60%) because the initial budget was underestimated.
- “Office Costs” was not budgeted for but was expensed by CHF 2,121 due to expenses for the field office that was opened in Yumbi for the operation as explained above.
- “Communications” budget line was overspent by CHF 857 (31%) because the operation timeframe was extended with no revision of the budget. Thus, additional communication expenses were made during the extension period.
- “Other General Expenses” was not budgeted for but was expensed by CHF 401 due to the costs of the field office opened for the operation in Yumbi.

## Contact information

Reference documents



Click here for:

- [Operation Update 2](#)
- [Operation Update 1](#)
- [Emergency Plan of Action \(EPoA\)](#)

**For further information, specifically related to this operation please contact:**

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## How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace

# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2019/2-2020/4	Operation	MDRCD027
Budget Timeframe	2019/2-2019/6	Budget	APPROVED

Prepared on 19/May/2020

All figures are in Swiss Francs (CHF)

## MDRCD027 - DR Congo - Yumbia, Pop. Movement

Operating Timeframe: 01 Feb 2019 to 28 Jun 2019

### I. Summary

Opening Balance	0
<b>Funds &amp; Other Income</b>	<b>263,017</b>
DREF Allocations	263,017
<b>Expenditure</b>	<b>-202,356</b>
Closing Balance	<b>60,661</b>

### II. Expenditure by area of focus / strategies for implementation

Description	Budget	Expenditure	Variance
AOF1 - Disaster risk reduction			0
AOF2 - Shelter	102,515	67,475	35,040
AOF3 - Livelihoods and basic needs	42,880	33,008	9,872
AOF4 - Health	14,655	8,061	6,593
AOF5 - Water, sanitation and hygiene	40,131	31,400	8,732
AOF6 - Protection, Gender & Inclusion	2,102		2,102
AOF7 - Migration			0
<b>Area of focus Total</b>	<b>202,283</b>	<b>139,944</b>	<b>62,339</b>
SFI1 - Strengthen National Societies	27,648	27,992	-343
SFI2 - Effective international disaster management	26,483	27,449	-966
SFI3 - Influence others as leading strategic partners	6,602	6,972	-370
SFI4 - Ensure a strong IFRC			0
<b>Strategy for implementation Total</b>	<b>60,733</b>	<b>62,412</b>	<b>-1,679</b>
<b>Grand Total</b>	<b>263,017</b>	<b>202,356</b>	<b>60,660</b>

# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2019/2-2020/4	Operation	MDRCD027
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## MDRCD027 - DR Congo - Yumbia, Pop. Movement

Operating Timeframe: 01 Feb 2019 to 28 Jun 2019

### III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
<b>Relief items, Construction, Supplies</b>	<b>163,854</b>	<b>74,642</b>	<b>89,212</b>
Shelter - Relief	90,296	49,126	41,170
Construction Materials		0	0
Clothing & Textiles	24,868	9,054	15,815
Food		126	-126
Water, Sanitation & Hygiene	23,152	5,094	18,058
Medical & First Aid	537	520	17
Teaching Materials	4,277	4,080	197
Utensils & Tools	20,724	6,352	14,372
Other Supplies & Services		290	-290
<b>Logistics, Transport &amp; Storage</b>	<b>17,112</b>	<b>21,114</b>	<b>-4,002</b>
Storage	730	5,011	-4,280
Distribution & Monitoring	11,250	6,373	4,877
Transport & Vehicles Costs	5,132	9,730	-4,599
<b>Personnel</b>	<b>31,665</b>	<b>49,028</b>	<b>-17,364</b>
International Staff	14,011	15,456	-1,445
National Staff		486	-486
National Society Staff	3,997	8,648	-4,651
Volunteers	13,657	24,436	-10,779
Other Staff Benefits		2	-2
<b>Consultants &amp; Professional Fees</b>		<b>75</b>	<b>-75</b>
Professional Fees		75	-75
<b>Workshops &amp; Training</b>	<b>16,313</b>	<b>15,160</b>	<b>1,154</b>
Workshops & Training	16,313	15,160	1,154
<b>General Expenditure</b>	<b>18,020</b>	<b>29,987</b>	<b>-11,968</b>
Travel	11,133	20,923	-9,790
Information & Public Relations	1,952	3,129	-1,177
Office Costs		2,121	-2,121
Communications	2,763	3,620	-857
Financial Charges	2,171	-207	2,378
Other General Expenses		401	-401
<b>Indirect Costs</b>	<b>16,053</b>	<b>12,350</b>	<b>3,702</b>
Programme & Services Support Recover	16,053	12,350	3,702
<b>Grand Total</b>	<b>263,017</b>	<b>202,356</b>	<b>60,660</b>