

Plan 2010-2011

 International Federation
of Red Cross and Red Crescent Societies

UGANDA

Executive summary

Since the late 1980s, Uganda rebounded from the abyss of civil war and economic catastrophe to become relatively peaceful, sustainable and prosperous. But the lives of hundreds of thousands of people in the north were blighted by one of Africa's most brutal rebellions. Massacres and mutilations perpetrated by an armed group (Lord's Resistance Army) opposed to the government continued in the northern Uganda until 2007, as such violence displaced more than 1.6 million people and tens of thousands of civilians were killed or kidnapped. Uganda continues to face various health challenges with cases of malaria, polio, measles, Acute Watery Diarrhoea (AWD) and cholera, on the increase. Food insecurity in the Karamoja region is a daunting challenge.

The Uganda Red Cross Society (URCS) is one of the leading humanitarian organizations in Uganda. The National Society (NS) is implementing its activities based on their current strategic plan and has recently re-organised its structure in a bid to reach the vulnerable more effectively. The **disaster management** programme will focus on the following key issues: improved ability to predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences and improved assistance to restore or improve pre-disaster living conditions and reduce the risk of future disasters.

The URCS is also seeking the Federation's support in the area of **capacity building** both at institutional and community levels. At institutional level, the National Society will be assisted to complete decentralization of its governance and management functions. The focus will be on: strengthening its financial resources base through increased communication and greater engagement with local constituencies and new partnerships with non-traditional donors and; developing a coherent approach to volunteer management and strengthening the role of Youth in the decision making processes at all levels of the National Society. Through the capacity building programme at community level, the URCS will identify the most vulnerable groups and help them initiate sustainable income generating projects to decrease the group's dependency on external aid.

The total 2010-2011 budget is CHF 761,918 (USD 718,108 or EUR 502,104)

[\(Click here to go directly to the attached budget summary of the plan\)](#)



Uganda Map¹

¹ http://go.hrw.com/atlas/norm_h.htm/uganda.htm

Country context

The two decades old conflict in Northern Uganda between the Government of Uganda and the Lord's Resistance Army (LRA) has resulted into: gross violations of human rights – including wanton killing, abductions, and sexual abuse and cutting off body parts of victims. There has been as well massive population displacement into camps: breakdown of infrastructure: dependence on food and other humanitarian supplies: deteriorating education and health situation: and decreasing life expectancy, among other ills.

The military solution to the conflict has done little to alleviate the gross suffering of people in Northern Uganda. Instead, it has only exacerbated the situation. Military strikes by Government against the LRA positions or/and strongholds have been reciprocated by wanton killings and abductions of innocent civilians and highway ambushes by the LRA. Though currently suspended, the Juba peace talks that began in July 2006 have offered the best option to settle the conflict peacefully. By March 2008, all the five agenda items of the Comprehensive Peace Agreement- namely, the cessation of hostilities: sustainable solutions: accountability and reconciliation: ceasefire agreement: and disarmament, demobilisation and return- had been signed.

One fundamental gain from the peace-talks process is that it has ushered in the relative peace that the people in Northern Uganda have been enjoying. Since February 2007, the process of resettling the Internally Displaced People (IDPs) in Northern Uganda has been ongoing-some settling in decongested/ satellite camps while others have gone back to their original homes.²

Endowed with significant natural resources, including ample fertile land, reliable rainfall and mineral deposits, the economy of Uganda has great potential, and it appeared poised for rapid economic growth and development. However, chronic political instability and erratic economic management produced a record of persistent economic decline that has left Uganda among the world's poorest and least developed countries. Agriculture is the most important sector of the economy, employing over 80 percent of the work force. Coffee accounts for the bulk of export revenues, but the trade is vulnerable to changes in the world prices. Some nine million people, 39 per cent of the population, are living below the national poverty line³. According to the Human Development Report (UNDP⁴, 2008), is ranked as having medium human development index of 0.505.

Indicators	Statistics
Population (millions)	28.9
Persons living with HIV, adults (%)	1.6
Orphans due to HIV and AIDS	1,200,000
Access to affordable essential drugs (%)	50
Malaria cases (per 100,000)	46
Population with access to improved sanitation (%)	34
TB cases (per 100,000)	559
Under-five mortality rate (per 1,000 live births)	136
HDI value	0.505
Life expectancy at birth (years)	49.7
Adult literacy rate (% ages 15 and older)	66.8
GDP per capita (PPP US\$)	1,454
Human Poverty Index (HPI-1)	34.7
Probability of not surviving past age 40(%)	38.5
Adult illiteracy rate (% ages 15 and older)	33.2
People without access to an improved water source (%)	40
Children underweight for age(% ages 0-5)	23
Adult literacy rate(% ages 15 and older)	75.10%

Human development indicators: Uganda

² [Save the Children Norway/Save the Children in Uganda: Uganda National report on Children's participation in armed conflict \(2006-2008\)](#)

³ [The United Nations Development Programme \(UNDP\)](#)

⁴ [United Nations Development Programme, Human development Report \(2008\)](#)

National Society priorities and current work with partners

Uganda Red Cross Society's priority areas are outlined in the current strategic plan and include improving the health status of the vulnerable and affected communities by reducing morbidity and mortality arising from common diseases and health emergencies, strengthening community resilience and institutional capacity to respond and reduce the impact of disasters, strengthening organizational capacity in planning, monitoring, evaluation and reporting for effective service delivery, enhancing organization development in areas of policies and systems, human resource, finance, logistic and audit for efficient and effective service delivery and; build and strengthen branch capacity, youth and volunteer management and community development to improve the lives of the vulnerable.

In all these priority areas, strategies and work plans have been developed and with support from International Federation, International Committee of the Red Cross (ICRC) and Partner National Societies (PNS) - Danish, British, German, Netherlands, Swedish, Norwegian and Finish Red Cross Societies, implementation is on course. However, gaps still exist as indicated in the specific proposals for the different components.

Secretariat supported programmes in 2010-2011

Disaster Management

The disaster management programme budget is CHF 200,000 (USD 188,500 or EUR 502,104)

a) The purpose and components of the programme

Programme purpose: Reduce the number of deaths, injuries and impacts from disasters
--

Programme component 1: Disaster management planning
--

Component outcome: Improved ability to predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences.

The disaster management programme strives to reduce vulnerability to natural and manmade disasters in the country. The programme aims at mitigating the impact of disasters by strengthening community coping strategies. In an effort to achieve this, disaster risk maps will be drawn and campaigns will be undertaken to raise community understanding of imminent threats. A network of community-based volunteers will be trained in early warning techniques. This will be combined with media-supported campaigns aimed at promoting safe behaviour during disasters. This programme components will aim at achieving the outputs below:

- Skilled, knowledgeable and equipped active Red Cross Action teams (RCATs) timely responding to any disaster at all levels.
- URCS has well prepared regional/branch risk maps which are in use.
- URCS has contingency plans at all levels.
- Disaster preparedness/response/risk reduction information, education and communication (IEC) materials are available for community preparedness and responses.
- Strengthened disaster management structures in place.

Programme component 2: Disaster response

Component outcome: Improved disaster response assistance to meet the needs of people affected by disasters.
--

The programme will also focus on its regions/branches to decentralize disaster management functions and resources. Local, professional disaster response teams and contingency stocks will be

established closer to disaster prone areas to increase efficiency of response. Specific outputs will include:

- Strengthened networks with all stakeholders at all levels for disaster preparedness/response/mitigation interventions.
- Availability of Red Cross Action Teams (RCAT) support equipments.
- Improved warehousing facilities.
- Relief stocks procured /secured for interventions.
- Upgraded standard assessment guideline in place and operational.

Programme component 3: Disaster risk reduction (food security)

Component outcome: Increased food production, availability and utilisation at household level in two districts in Karamoja region.

The food insecure region of Karamoja will be targeted for an integrated long-term food security. Vulnerable households will be supplied with agricultural inputs/equipments and training for improved agricultural practices. Under this programme component, URCS will aim at delivering the following outputs:

- Increased food security and environmental management awareness among vulnerable communities in Karamoja Region.
- Improved agricultural practices.
- Improved farm productivity and food availability.

C) Potential risks and challenges

One of the greatest challenges is funding. Another challenge the NS faces is lack of adequate incentives to staff and volunteers leading to a high turnover. The trained volunteers find jobs elsewhere and therefore are not available to assist in disaster response and other programmes. Communities also fail to respond to National Society initiatives as they are not their immediate priority. It then becomes a challenge to prepare them for any looming hazards. Lack of peace in some targeted areas is also a potential risk.

Health and Care

The health and care programme budget is CHF 51,918 (USD 48,933 or EUR 34,214).

a) The purpose and components of the programme

Programme purpose: To reduce the number of deaths, illnesses and impact from diseases and public health emergencies

Programme component : Avian and human influenza pandemic

Component outcome: Human pandemic preparedness plans and protocols are developed for implementation by the humanitarian sector in the areas of health, food security and livelihood.

URCS will aim at achieving the following results: country-level action plan prepared for in-country H2P partners that summarizes overall strategy, roles and responsibilities, priority tasks, and monitoring and evaluation plan; a comprehensive map completed, updated and distributed to partners; database of contacts at the national and district levels who will manage pandemic response updated and distributed to NGOs; preparedness plan, including technical guidelines and tools and monitoring and evaluation plan adapted to country context; strengthened internal capacities involved in H2P.

Organizational Development

The organizational development programme budget is CHF 400,000 (USD 377,358 or EUR 263,158).

a) The purpose and components of the programme

Programme purpose

Increase local community, civil society and Red Cross capacity to address the most urgent situations of vulnerability.

Programme component 1: Branch development and/or volunteer management

Component outcome: Strengthened capacity of branches for effective and efficient service delivery to address the needs of the vulnerable.

URCS plans to organize orientations of branch boards and youth councils as well as support the establishment of income generation activities (IGA) in decentralized branches. The National Society will also conduct periodical reviews, assessments as well as monitoring and evaluation of headquarters, regional and branch activities. Recruitment of members and volunteers will be carried out. Volunteer motivation initiatives to encourage volunteers to participate in URCS activities will also be started and the volunteer data bank will be strengthened. URCS will continue to implement activities under the Lake Victoria programme currently supported by Swedish RC.

Programme component 2: Youth Development

Component outcome: Increased involvement of youth in URCS core programmes and decision making.

To achieve this, the National Society plans to support youth initiatives at all levels, support exchange visits for adult and youth volunteers (International and national) and organize youth camps. In addition trainings involving community, youth and staff in Youth activities will be conducted and the National Society will support youth governance meetings at branch and national levels.

b) Potential risks and challenges

The key immediate risks facing the organizational development programme is that the programmes it supports face their own unexpected challenges or risks which would not allow the staff of those programmes (the organizational development target audience) to devote sufficient time to the capacity building of their own programmes. These risks are managed primarily by ensuring that the most time-demanding activities are carried out during normally quieter periods of the year for those programmes.

Role of the secretariat

The coordination and management budget is CHF 110,000 (USD 103,675 or EUR 72,490)

In order to implement the planned programmes, URCS will need technical, partnership development, coordination and advocacy support from the Federation. The Federation through the Eastern Africa Zone office will liaise with the National Society in all Movement activities.

a) Technical programme support

The East Africa Sub Zone office in collaboration with other Zone technical departments will provide technical support to URCS in programme implementation through constant follow up of programme implementation to identify needs. Furthermore, the office will consolidate and facilitate provision of the needed support through close collaboration and liaising with technical departments at the Zone office. The Zone resource mobilization unit will spearhead and work in collaboration with the relevant

departments at the zone to mobilize resources for the National Society programmes and activities from within and outside the Movement.

b) Partnership development and coordination

The Secretariat will continue to work closely with the URCS to improve and sustain present and new partnerships to continue funding its programmes. Internal and external coordination meetings shall be organized periodically by the National Society and the Federation respectively to ensure continuity of programmes and improved capacity to respond to needs of the vulnerable. The society will be supported and facilitated in reviews of existing and/or in developing new strategic plans, updating existing and/or engaging in the Cooperation Agreement Strategy (CAS) processes in collaboration with the Zone organizational development unit.

c) Representation and Advocacy

In close collaboration with the Head of Zone's office, the organizational development unit will continue to work closely with the URCS to ensure the Red Cross is well represented in inter-agency and other international forums that take place in the country, either by a National Society representative or by a Federation representative depending on the context.

Through close collaboration with the National Society, the Zone communications office and organizational development will work to raise the profile of URCS as serving leader in humanitarian affairs through mentoring to continually improve communication with partners through regular reporting, convening coordination and partnership meetings.

Promoting gender equity and diversity

Uganda Red Cross has a gender policy. Both men and women volunteers are active participants in National Society programmes. By incorporating the gender perspectives into the programmes, URCS demonstrates its understanding that distinct groups have different needs, characteristic and behaviours and might need different approaches if the quality of opportunities is to be achieved. Women and girls comprise a significant proportion of National Society staff and volunteers. More than 70 percent of URCS beneficiaries are female.

Quality, accountability and learning

The responsibility for day-to-day monitoring of the programme lie with implementing departments right from the beneficiary level at the branches and coordinated by the newly restructured resource mobilization, planning, monitoring and evaluation department at national headquarters through technical guidance, provision of the necessary monitoring tools and progress tracking. The Zone PMER unit will provide additional support and advice to URCS in systematizing monitoring, evaluation and accountability. Branches and communities will be visited regularly by the joint National Society/Federation monitoring teams whenever possible. This will help identify and, where possible and necessary, take corrective actions. Regular and *ad hoc* reports will provide necessary information in relation to the progress of the operation, any changes in the situation during the reporting period and any particular problems/constraints or outstanding needs. Documentation of lessons learned will be encouraged.

Budget Summary

Programmes	2010 budget (CHF)	2011 budget (CHF)	Total budget (CHF)
Disaster Management	100,000	100,000	200,000
Health and Care	51,918	-	51,918
Organizational Development	200,000	200,000	400,000
Coordination	55,000	55,000	110,000
Total	406,918	355,000	761,918

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

For further information specifically related to this plan, please contact:

- **In Uganda Red Cross Society:** Michael Nataka, Secretary General, Email: natakam@redcrossug.org; telephone: +256 41 258 701/2; fax: +256 41 258 184
- **In the Eastern Africa Zone, Kenya,:** Dr. Asha Mohammed, Federation Head of the eastern Africa Zone; Email: asha.mohammed@ifrc.org; phone +254.20.283.51.24; Fax +254.20.271.27.77
- **In the Eastern Africa Zone, Kenya:** Annelies Thiele, Resource Mobilization Coordinator; phone: +254.20.283.52.55 ; email: annelies.thiele@ifrc.org