

# PROGRAMME UPDATE



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

8 October, 2002

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: [www.ifrc.org](http://www.ifrc.org)*

*Appeal No. 01.15/2002*

*Appeal Target: CHF 505,330*

*Beneficiaries/target groups (if available): N/A*

*Programme Update No. 1; Period covered: January - June, 2002*

### IN BRIEF

*Appeal coverage: 82.8%*

*Related Appeals: N/A*

*Outstanding needs: CHF 86,706*

### **Disaster Relief - South Western Relief Operation (SWRO)**

The SWRO is an on-going care and maintenance program implemented by the Uganda Red Cross Society (URCS) in close cooperation with UNHCR, WFP and the Federation. The operation initially started as a refugee relief program in 1990. The Federation managed the program until January 2000 when implementation was handed over to the URCS.

As of 30 May 2002, Orukinga Camp had a total population of 4,553 predominately Hutu refugees, while Nakivale Camp had 10,903 Rwandan, 1,177 Congolese, 831 Somalis, 78 Kenyans, 56 Sudanese, 41 Ethiopians, and 175 Burundi refugees. The total population of the two camps (as of end May) was 18,867, an increase from 17,606 in April. Due to the fear of forced repatriation from Tanzania, about 500 refugees are arriving in Nakivale monthly.

The URCS signed a funding agreement with UNHCR and WFP which covers approximately 70% of the budget for the operation. These arrangements cover food and nonfood items, and parts of the community, health and logistic services. In addition to the maintenance of relief services, the URCS conducts skill training in adult literacy, small business development, agriculture, savings and credit programs. The health and nutritional status of refugees and the Uganda host communities benefit from community based health care delivered by the two health clinics and referrals services.

### **Organizational Development**

The URCS has made major progress in its effort to achieve the characteristics of a well functioning society. The systematic evaluation process of the implementation of the strategic plan initiated in 2001 has continued in 2002. The quality of the URCS governance and management at national level has consolidated the quality of strategic planning. Local fundraising and program management efforts have been improved. The decentralization of local structures in 46 branches progresses although the final decentralization plan is yet to

be finalized. The URCS successfully updated the statutes early this year. The Federation's Representative is focusing on assisting the URCS to develop programs including OD by coaching the URCS senior staff and the internal change process towards a decentralized management system and a more service-oriented style from headquarters to branches. Additional facilitation of networking with local consultants, other organizations outside the Red Cross movement and other resource persons to secure sustainability is a priority for the Representative's support. Together with the Regional Finance Development Delegate, assistance is given towards the RC-NET chaired by the URCS Secretary General, the Domestic Resource Mobilization Committee, and national fundraising activities.

## ***Implementation and Achievements***

Following the Africa Review and the new Federation Program Co-ordination (PC) strategy an agreement between the Federation and the URCS was entered into in late 2001. The agreement stipulates that the Federation presence in the country would progressively decrease with a corresponding growth of the URCS. The country presence has shifted from a parallel to an integrated structure to enable the URCS to make decisions and the Federation to take an advisory and facilitation role. Since 1 January the integration process is progressing as planned. Vehicles, computers and radios were handed over to the URCS. National staff have been transferred to URCS contracts and the support to the Federation is a 30% accountant and a 50% assistant only. The Federation maintains an office, a vehicle, and communication lines.

### **Disaster Relief - SWRO**

The objectives of the Federation support to the SWRO program are to:

- provide and/or distribute adequate food and nonfood items.
- provide adequate health, water and sanitation services.
- strengthen refugee self-sufficiency through support with community services, education and income generation.
- manage the camps in an efficient and effective manner.

Activities to support the objectives were:

- Food packages were distributed (by distributors recruited from the refugee population and supervised by URCS staff) to all refugees monthly. No major problems were encountered during the period. Maize meals, pulses, vegetable oil, salt, sugar, and unimix were distributed in the month of May. Nonfood items such as soap was distributed to the refugees where as other nonfood items such as saucepans, jerry cans, cutlasses, kitchen sets, tents, mosquito nets, agricultural tools, and blankets are provided by UNHCR for new arrivals.
- No sustainable water supply has yet been installed in the camps. Water truckers transport purified water from the nearby lake, a program set up and supported by the German Red Cross in 2001. Since the start of the year the British Red Cross has supported the water and sanitation component with the technical assistance of the Regional Water and Sanitation Delegate. After an initial assessment a plan and budget for bore hole drilling was accepted by the British Red Cross. The water trucking program continued for another six months until the end of June pending the drilling of bore holes. However, once the drilling firm was contracted they were not able to find water and after several unsuccessful drillings, alternative solutions had to be found. Four tanks (each 70.000 litres) to collect rainwater have been installed and the Regional Water and Sanitation delegate is assisting the URCS in carrying out a study to determine sustainable alternative solutions.
- The two health centers are supported by UNHCR and the Government. The government supports the program with drugs and 8 staff members. The centers provide preventive, curative and referral services to both the local population and to the refugees. The Nakivale health center treated 3,016 patients while Oruchinga treated 2,438 patients in the month of May 2002. With the increased number of new arrivals the utilization of the health services has increased. Malaria continues to be the biggest problem in the camps; of the total of 5,454 patients to the two health centers in May, 2,742 (or more then 50%) sought treatment for malaria. Mosquito nets have been distributed but were not sufficient in numbers and only a quantity of 895 nets are in stock for new arrivals.

- The URCS runs (with the support of UNHCR) the formal education program and community services such as children's activities, assistance to the handicapped, the agriculture program, income generating programs, skills training, artisan ship training, sexual and gender based violence, the program for the elderly, for youth, peace education, and other recreation services. Detailed reports on attendance and further information about the activities can be obtained from the URCS.

## **Organizational Development**

The following formed the basis for the Federation's support for the Organizational Development programme

- To contribute to the capacity building of the URCS structures at the local level, with a focus on leadership development.
- To support the URCS in the implementation of its program improvement agenda at the national level.
- To continue to support the URCS in strengthening its financial management capacity and to implement new partnerships with the corporate sector for resource mobilization.
- To assist the URCS in designing and implementing a sustainable concept for volunteer management in its core programs related to the Africa Red Cross and Red Crescent Health Initiative (ARCHI).
- To support the URCS in developing an efficient concept and practices for external relations with donors, cooperation partners and diplomatic missions in Uganda.

Activities to achieve the objectives were:

- The Deputy Secretary General has completed her participation in the revised and upgraded leadership training for new URCS leaders designed by the Federation's OD department.
- The SG participated in June in two senior management courses at the Management Center in Brussels. The courses were identified with assistance from the Federation and funded by the British Red Cross.
- Ongoing coaching and discussion have been carried out during the reporting period by the acting Federation's Representative.
- OCHA conducted a regional CAP WS (Consolidated Appeal Process Workshop) in April. The main purpose of the Federation and URCS engagement is the discussion of the CHAP (Common Humanitarian Action Plan). The attendance to the WS are heads of agencies and URCS participated introducing the CAS as to coordinate with the CAP.
- The URCS has worked hard to improve the quality of the quarterly reporting. While the narrative parts of the reports have improved, the financial information in the reports was not satisfactory and is not well linked to the narrative reporting. The acting Representative conducted a half day workshop on reporting and the URCS requested continuous support in this area.
- The Federation has assisted the URCS in developing a comprehensive CAS.
- The URCS has been authorized to move to the transfer system versus the working advance as it is considered that the URCS has the capacity to deliver the required reporting.
- The society has with the assistance of the RFDD (Regional Financial Development Delegate) launched an appeal to partners to support upgrading of the present financial system with a budget of 15,000 USD including software upgrading, networking and additional users. The upgrade took place in early July 2002, as more than 50% of the funding is secured and positive indications have been given for the rest.
- The final draft of the financial procedures manual was presented to the Board in May 2002.
- The Volunteer Policy and Guidelines were approved by the Board in February 2002. Following the approval, training for volunteer coordinators has been carried out. A total of 70 were trained and further training to obtain national coverage is planned for the rest of the year. A data analyst has been employed and is assisting the department to develop a data base for volunteer management.
- The Secretary General and the Head of Human Resources participated in the Africa workshop for volunteer management in Mombassa in April 2002 organized by the senior OD officer for volunteers in Africa. A regional plan of action was the outcome of the workshop.
- The Chairman and the SG initiated a round of visits to diplomatic missions and other cooperation partners in Uganda. A tangible outcome is the establishment of an Advisory Fundraising Committee with prominent partners volunteering to participate. Members are from the diplomatic corps, from the corporate sector and from the university.

## ***Problems and Constraints***

## **Disaster Relief - SWRO**

The main constraint is the increased number of refugees which places strains on the available resources. New arrivals have a higher utilization of health services and require additional assistance to settle and integrate well into the camp.

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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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External Relations Division

Bekele Geleta  
Head  
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<b>Uganda</b>						ANNEX 1
<b>APPEAL No. 01.15/2002</b>		<b>PLEDGES RECEIVED</b>			07.10.2002	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>505'330</b>		<b>TOTAL COVERAGE 82.8%</b>
CASH CARRIED FORWARD				0		
AMERICAN - GOVT/PRM GRANT		40'000	USD	66'560	17.04.2002	
BRITISH - RC		64'250	GBP	154'200	31.01.2002	SWRO AND PHAST PROGRAMME
BRITISH - RC		4'598	GBP	11'035	31.01.2002	SWRO TRUCKING 2 MONTHS
NORWEGIAN - GOVT/RC		500'000	NOK	95'250	09.04.2002	OD
SWEDISH - GOVT		200'000	SEK	31'620	24.05.2002	DP & OD
<b>SUB/TOTAL RECEIVED IN CASH</b>				<b>358'665</b>	<b>CHF</b>	<b>71.0%</b>
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GERMANY	DELEGATE(S)			59'959		
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				<b>59'959</b>	<b>CHF</b>	<b>11.9%</b>
<b>ADDITIONAL TO APPEAL BUDGET</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>SUB/TOTAL RECEIVED</b>				<b>0</b>	<b>CHF</b>	