

# 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

1 April 2004

### In Brief

**Appeal No.:** 01.12/2003 ([Click here to access the 2003 Appeal](#))

**Appeal target:** CHF 1,002,930 (USD 682,548 or EUR 681,890)

**Appeal coverage:** 56.6% ([Click here to access the Final Financial Report](#))

**Appeal 2004:** East Africa sub-regional programmes no. 01.08/2004 (this includes Kenya, Rwanda and Uganda) ([Click here to access the 2004 Appeal](#))

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning.*

*All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>*

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### Overall analysis of the programme

The 2003 Federation Appeal for Uganda covered two main areas: support to manage refugee camps in South Western Uganda, and organizational development of the [Uganda Red Cross Society](#). Activities under the health and care programme outlined in this report are budgeted within the disaster management and organizational development programme budgets.

The Uganda Red Cross organizational development programme received 100% funding from the Federation for coordination activities. Federation support to Uganda Red Cross in running the camps includes camp management and water and sanitation (WatSan). A pilot rain harvesting project began in 2002 and continues on a reduced scale due to the expected repatriation of Rwandan refugees in 2004 under an agreement between the Uganda and Rwandan governments and the office of the UNHCR. The first 242 of the 25,000 Rwandan refugees returned home by January 2004.

## **Uganda; Appeal no. 01.12/2003; Annual Report**

In addition to this support, Uganda Red Cross requested the Federation to launch an Emergency Appeal 06/2003 in February 2003 to assist 15,000 beneficiaries from the Democratic Republic of Congo (DRC) for three months. The operation has been completed and a separate report is available on the Federation website.

Uganda Red Cross developed a cooperation agreement strategy document (CAS) in 2003 which was signed by the American Red Cross, British Red Cross, Danish Red Cross, French Red Cross, German Red Cross, Netherlands Red Cross, Norwegian Red Cross, Spanish, and Swedish Red Cross and the Federation. The CAS provides for a multi-year mapping of all partners' assistance in implementing the priorities in the national society's strategic development plan.

The operational budget of the South Western Relief Operation (SRWO) was reduced to take account of bilateral assistance from partners and the expected repatriation of refugees in 2004.

## **Objectives, achievements and constraints**

### **Disaster Management**

**Goal: To provide humanitarian relief assistance to refugees in Orukinga and Nakivale camps and specific capacity building to Uganda Red Cross so the SPHERE standards for disaster response are met.**

**Objective: Efficient camp management and a sustainable solution to water supply are realized.**

#### **Progress**

**Water and sanitation services for both camps are upgraded and receive long-term funding.**

The regional WatSan department continued to support the rain harvesting project through quarterly field missions in 2003. The water storage capacity has been increased by 140 cubic meters to a total of 420 cubic meters; four tap stands for the rainwater storage tanks have been constructed while construction of the guttering delivery system is ongoing. 60 slabs and 68 sanitary platforms (SanPlats) have been cast in Nakivale and Orukinga; 12 wells maintained in Orukinga, and eight in Kyaka II. Four Oxfam tanks with a capacity of 95 cubic meters have been procured, three rain harvesting shelters completed while three others are under construction in Nakivale. Water tanks were installed in primary schools in Kabazana and Kashwojwa.

Upon request from the UNHCR and the Ugandan Government, Uganda Red Cross is managing Kyaka II camp through a direct cooperation agreement independent of the Federation support to SWRO.

#### **Constraint**

Delays in procurement and the additional workload at Kyaka II camp have slowed down the process.

#### **Impact**

The rain harvesting project noted significant progress in 2003: several storage tanks and water points are operational while large rain collection shelters are nearing completion in key areas of the camp. 85 % of the refugees use hygiene latrines in Nakivale and Orukinga and about 50% in Kyaka II. As a result, no incidences of water-borne diseases were reported.

**Community services, education and income generating activities are efficiently conducted to strengthen the refugees' self-sufficiency.**

After consultation, it was agreed that this activity be carried out by other partners.

**Systematic training and coaching of SWRO staff on WatSan, PHAST<sup>1</sup> and management of refugee operations is continued.**

Uganda Red Cross staff were trained and coached in WatSan, PHAST and management of the refugee operation. Training in maintenance was provided to pump mechanics in the refugee camps. Community workshops were held to sensitize refugee leaders on their role and 140 refugee leaders and WatSan caretakers were trained on the PHAST methodology. Community based health messages were disseminated and hygiene promotion undertaken in the community and in schools.

**Constraint**

News on the impending repatriation of Rwandan refugees has decreased their interest in participating in community based activities.

**Impact**

The PHAST process is well established in Orukinga but will be fully implemented in Nakivale in 2004.

**Funds are mobilized and allocated to provide SWRO Operation staff with adequate accommodation and transportation.**

This activity has been supported by the Netherlands Red Cross which has bilaterally supported the SWRO since the beginning of 2003.

**Cooperation with UNHCR, partner national societies (PNS) and other partner organizations is maintained and strengthened through regular consultations and joint program monitoring visits.**

Uganda Red Cross actively participates in regular OCHA<sup>2</sup> coordination meetings. Good cooperation exists with the UNHCR, the Ministry of Disaster Preparedness and the Ministry of Health regulated through a memorandum of understanding (MoU).

**Constraint**

The Federation's Sub-Regional Office for East Africa might not be able to provide adequate support to the national society in this area due to lack of human resource capacity.

**Impact**

The national society is recognized as a major national player in the humanitarian field. The national society has been requested to manage a new camp for asylum seekers from the DRC because of excellent cooperation with UNHCR.

**Organizational Development.**

**Goal: Implementation of the characteristics of a well functioning national society has improved the Uganda Red Cross in three key areas; foundation, capacity and performance**

**Objective: To consolidate the organizational and finance development process of the Uganda Red Cross Society at national and branch level through continuing support to its new strategic plan and decentralization process during 2003-2004.**

**The national society's institutional capacity and its progress towards operating as a well functioning national society at the national and branch level is enhanced through secretariat support.**

**Viable non-traditional financial resource development activities are planned, implemented and evaluated.**

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<sup>1</sup> PHAST – Participatory Hygiene and Sanitation Transformation

<sup>2</sup> OCHA – (UN) Office for the Coordination of Humanitarian Affairs

## **Uganda; Appeal no. 01.12/2003; Annual Report**

Uganda Red Cross undertook successful local resource mobilization during the year including a golf tournament and a fundraising dinner which were well attended by dignitaries from the government, private sector and donor and diplomatic communities. The national society has launched national Appeals to assist internally displaced persons (IDP) in Northern Uganda following increased conflict. Over USD 300,000 was raised locally within Uganda.

### **Impact**

The public relations and fundraising events have helped raise considerable amounts of money for the national society. Uganda Red Cross has proven its ability and capacity to plan, raise funds, manage and report for relief operations.

### **Long-term corporate partnerships are developed to support the national society's core programmes in health and disaster preparedness and response.**

The Uganda Red Cross health programme for 2003 was supported through several partnerships: Danish Red Cross supports the integrated health programme; Norwegian Red Cross supported the home based care (HBC) programme; American Red Cross supported blood donor recruitment, Netherlands Red Cross supported community based health care; and the Ministry of health supported the road safety programme. A new partnership called Hope for African Children Initiative (HACI) to assist orphans and vulnerable children (OVC) was established during the year; a three year agreement has been signed with the Irish Embassy to support the programme in HBC of HIV/AIDS patients.

British Red Cross, Norwegian Red Cross, Danish Red Cross, and Swedish Red Cross support the disaster preparedness programme of the Uganda Red Cross complemented by other partners in the area of disaster response. These agreements provided for 10% support towards the Uganda Red Cross core budget.

### **Constraint**

Short term funding especially in the area of HIV/AIDS is a great concern for the national society.

### **Impact**

The national society has attracted long term funding from both partners within and outside the International Red Cross and Red Crescent Movement that are contributing towards sustainability of programmes and core costs.

### **The public relations function of Uganda Red Cross is strengthened to build a consistent image of the national society and the level of political and financial support to the national society by the Ugandan Government is increased measurably, especially in the health and disaster preparedness and response program.**

The level of political and financial support to the national society increased in 2003. The launch of national Appeals has helped consolidate the image of the Uganda Red Cross as a capable and well respected national society. Formal agreements have been signed with the Ministry of Health and the Ministry of Disaster Preparedness for joint implementation of activities of mutual concern.

### **Impact**

The national society is well respected and recognized nationally as a partner in the humanitarian field.

### **Major support programmes are reviewed and new procurement procedures put in place.**

The updating of the procedures manual for finance, logistics and human resources is ongoing. The national society collaborated with the secretariat to adopt the newly updated Federation regulations for international procurement to a national society context. Experiences obtained through the process will be shared with other national societies in the region.

**Constraint**

The process of updating and revision of financial rules and procedures has been rather slow due to extensive consultations and the involvement of many partners. The final document is not ready and will be completed in 2004.

**The performance of local boards is measurably improved through a series of training on good governance at district level.**

A new governance board was elected in December 2002 and the Federation and the ICRC facilitated training in basic governance issues in 2003. The board chairman is a prominent member of the International Red Cross and Red Crescent Movement and is a member of the Federation board.

**Impact**

The new board is very active and supports the strategic development of the national society towards being a well functioning national society.

**The management, protection and retention of volunteers at central level are visibly improved through the implementation of volunteer management guidelines and training package.**

Remarkable progress was recorded in the implementation of the volunteers' policy. Volunteer motivation and recognition are acknowledged; an annual volunteer award has been institutionalized. The volunteers involved in the Northern Uganda relief operation are permanently insured.

**Constraint**

Volunteer and membership management is a challenge to the national society.

**Impact**

The national society is successfully diversifying its membership and volunteer base.

**The Uganda Red Cross contributes significantly to RC-NET<sup>3</sup> development on capacity building and knowledge sharing through an active coordination role.**

The Secretary General of Uganda Red Cross is chairman of the RC-NET. The national society plays a significant role in the region and is considered a good example of a well functioning national society.

**Impact**

Uganda Red Cross is a role model for other national societies in the region due to its positive achievements.

**A data bank of Uganda Red Cross volunteers and membership is set up as a management tool at headquarter level.**

The national society is striving towards volunteer and membership diversification. The objective is to recruit members and volunteers who will add value to the national society's strategic development to complement actors directly involved in operations.

**Impact**

Although there is better volunteer and membership management, the issue of diversification still requires attention.

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<sup>3</sup> RC-Net – Red Cross Red Crescent Network for East Africa

**Bilateral programmes are well coordinated to complement and support organizational development activities within an ongoing CAS process.**

All bilateral programmes are negotiated on the basis of the Uganda Red Cross CAS document and an accompanying MoU which were developed through a participatory approach involving all partners. These documents were endorsed at the Uganda Red Cross partnership meeting in October 2003, and later signed by nine NS namely: American Red Cross, British Red Cross, Danish Red Cross, French Red Cross, German Red Cross, Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross, Swedish Red Cross and the Federation at a ceremony during the International Conference in Geneva in December 2003. Several bilateral partners have committed themselves to multi-year funding of the programmes identified in the national society's strategic development plan and the CAS.

**Constraint**

Some PNS are not able to honor all requirements stipulated in the CAS. The increasing number of partners requires the national society to continuously strengthen standard cooperation mechanism which is not always readily appreciated by all partners.

**Impact**

The CAS and the MoU have proven to be efficient methodologies to support the cooperation and team work with all partners.

**Federation Coordination**

**Goal: To build capacity and empower the Uganda Red Cross Society to achieve its mandate through better partnership.**

**Objective: The Uganda Red Cross Society's integrated capacity building planning and implementation skills are ensured by the federation through participatory facilitation.**

**An efficient consultation mechanism with bilateral and multilateral partners is established within the CAS process. External stakeholders such as UN agencies namely OCHA, UNHCR, WHO, UNICEF are consulted in the process and are informed about the progress of the national society in capacity building and program delivery.**

The Head of East Africa Sub-Regional Office initiated regular coordination meetings between the Uganda Red Cross, ICRC, and bilateral partners present in Uganda in 2003 to ensure coordinated and complementary assistance to Uganda Red Cross. This provides an effective follow up mechanism to the implementation of the CAS document.

The Federation is a recognized partner in the monthly OCHA meetings and in the CAP process; the Federation Appeal document appears in the CAP 2004 document. The Federation was invited to participate in an international donor consultancy group headed by the World Bank and attended by diplomatic missions and UN agencies; the ICRC has also been invited to the meetings due to limited human resource capacity of the East Africa Sub Regional Office.

**Constraint**

Not all partners readily conceded to a holistic programme perspective as opposed to a project oriented approach.

**Impact**

The development of the CAS document has contributed to better coordination of programmes and assurance that they are within the framework of the national society's development plan. A better coordination mechanism between the stakeholders is in place.

## **Uganda; Appeal no. 01.12/2003; Annual Report**

### **A comprehensive CAS document is produced in English and published after the partnership meeting held in Uganda in 2003.**

Refer to preceding sections above on the endorsement and signing of the Uganda Red Cross CAS document. These documents for Kenya Red Cross, Uganda Red Cross and Rwanda Red Cross have been hyperlinked on the Federation website and are the first three CAS documents from Africa.

#### **Constraint**

The process of developing the CAS document is time consuming because it requires extensive consultation among partners.

#### **Impact**

The document has greatly assisted Uganda Red Cross in its long term planning and serves as a reference which is attached to several applications from partners to their respective donor governments.

### **Customer satisfaction of the Uganda Red Cross, Participating National Societies, ICRC and the Federation coordination role is improved considerably.**

The Head of East Africa Sub-Regional Office has contributed to increased cooperation, consultation and sharing of information among partners. The Head of Office has supported the senior management of Uganda Red Cross in managing and coordinating partner support towards a common goal when possible.

#### **Constraint**

Not all PNS readily agreed to common strategic documents such as [Strategy 2010](#), [Ouagadougou Declaration](#) and the on-going strategy for change by which all partners are required to conform.

#### **Impact**

Team work with internal and external partners has improved and partners are expressing satisfaction with the value added by the Sub-Regional Office for East Africa.

### **The Federation representative and regional technical delegates provide ongoing coaching to the senior Uganda Red Cross management team based on mutually agreed terms of reference and through the use of the expertise of bilateral delegates, ICRC, the national society and local consultants.**

The Head of East Africa Sub-Regional Office provided ongoing support to the senior management complemented by the Federation Regional Delegation in Nairobi and the Federation secretariat. These include supporting the development of procurement rules and procedures to international standards.

The ICRC, the Danish Red Cross and the Federation have supported the updating of the vehicle fleet procedures; ICRC and bilateral partners actively supported operations in northern Uganda. Bilateral support has assisted the national society to develop a strategic framework for disaster preparedness and response including community based disaster preparedness. The East Africa Sub-Regional Office has supported cross border meetings and exchanges for experience sharing.

#### **Constraint**

The Head of East Africa Sub-Regional Office is covering three countries and the amount of time dedicated to each national society is not sufficient.

#### **Impact**

The Uganda Red Cross enjoys good support from its partners and is capable of taking on more and more coordination activities.

## **International Representation**

**Goal:** The Federation has a high profile as a key humanitarian actor and advocate in the region with the added advantage of a network of national societies able to deliver services at community level.

**Objective:** The Federation is an effective and reliable partner in support of the Uganda Red Cross and in addressing the needs of the most vulnerable.

### **Progress**

The Federation's participation with the Uganda Red Cross Society in national contingency planning processes is effective and partners within the government, the UN agencies and international NGO are informed of its contributions and experience on a regular basis.

The Head of East Africa Sub-Regional Office maintains close contacts with diplomatic missions, UN agencies and other institutions. The Secretary General of the Uganda Red Cross and the Head of East Africa Sub-Regional Office represents the International Red Cross and Red Crescent Movement at national and international level and at meetings with international organizations, and diplomatic missions in Uganda.

### **Constraint**

The Head of East Africa Sub-Regional Office does not have ample time to work on international representation because she serves the three East Africa countries. This leads to missed opportunities.

### **Impact**

The Federation is recognized as a competent partner among international and national NGO operating in Uganda, the national government, diplomatic missions and local domestic donors.

### **Information exchange on humanitarian and security issues with diplomatic missions in Uganda is maintained by the Federation Representative.**

The Head of East Africa Sub-Regional Office and the Uganda Red Cross Secretary General maintain regular contacts with partners and make regular consultative rounds to meet individual partners to discuss the possibility of cooperation. These contacts provide opportunities for information sharing and exchange of ideas with the respective organizations working in Uganda.

These consultative rounds are carried out by the Secretary General and the Head of East Africa Sub-Regional Office and have been successful. The awareness of the International Red Cross and Red Crescent Movement work has increased and tangible results in form as human and financial contribution towards the Red Cross work in Uganda has been achieved. Common issues in relation to security have also been addressed during these meetings.

### **Constraint**

Lack of time, human resource capacity and adequate resource allocation has hindered desired optimal dialogue with partners.

### **Impact**

New partnerships were developed in 2003 through these consultative meetings: an ECHO<sup>4</sup> grant of EUR 1.2 million; a three year grant from Irish Embassy for HIV/AIDS; and technical assistance to the national society among others have been received.

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<sup>4</sup> ECHO – European Community Humanitarian Office

**An active participation of the Uganda Red Cross Society in regional and international networks of the International Red Cross and Red Crescent Movement is promoted and supported by the Federation Regional Delegation in Nairobi. Cross-border exchanges and knowledge sharing of Uganda Red Cross with neighboring national societies in its core programs of health, organizational development, disaster preparedness and response is supported by the Federation representative.**

Quarterly senior management meetings between the Secretaries General from Rwandan Red Cross, Kenya Red Cross and Uganda Red Cross facilitated by the Head of the Sub-Regional Office for East Africa have contributed to increased cooperation across borders. The meetings address common issues and concerns, harmonize efforts where possible and draw upon each other's experiences. The meetings are planned to coincide with the quarterly RC-NET meetings to make them cost effective. The Lake Victoria Project Task Force incorporated their quarterly meeting into existing structures in the region.

The Sub-Regional Office for East Africa initiated quarterly meetings for the Finance Directors from the three countries. The group has developed a standard financial reporting format and is in the process of developing standards formats for core cost budgets.

The task force for the Lake Victoria Project that covers Kenya, Uganda and Tanzania decided to adopt a similar quarterly meeting within existing systems. The Head of the Sub-Regional Office for East Africa has been requested to coordinate the Federation assistance to the initiative and to represent the Federation in the task force.

The RC-NET sub-committees for health, disaster preparedness, information, resource mobilization and branch development organize regular workshops and exchanges with respective technical departments of the national society. The Sub Regional Office has actively supported and facilitated these workshops.

#### **Constraint**

The Secretaries General and Finance Directors of the three national societies and the Head of East Africa Sub-Regional Office have very tight schedules which allows for fewer meetings than desired.

#### **Impact**

The quarterly Secretaries General meetings have proven successful and increased both formal and informal sub-regional cooperation. The development of a sub-regional working group for improving financial management is a success.

**Strategic international initiatives of the Federation are systematically disseminated by the Uganda Red Cross Society to the Uganda public, especially the HIV/AIDS anti-stigma campaign, [ARCHI 2010](#) and the world disasters report.**

Uganda Red Cross is a prominent player in the HIV/AIDS anti stigma campaign in Uganda and the region. Implementation of ARCHI 2010 is being promoted through active technical support by the health and care support unit of the Federation Regional Delegation in Nairobi. The Uganda Red Cross holds an annual event to launch the world disasters report.

#### **Constraint**

There is concern over the traditional short term funding structure especially within HIV/AIDS as opposed to longer term commitment for sustainability of programmes.

#### **Impact**

The national society has increasingly gained recognition within the health and HIV/AIDS sector and continues to attract a wide range of partners to address the humanitarian needs in these respective areas.

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