

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

31 August, 2001

This Programme Update is intended for reporting on Annual Appeals.

Appeal No. 01.19/2001

Appeal Target: CHF 2,139,000

Programme Update No. 1; Period covered: January - 30 June, 2001

"At a Glance"

Appeal coverage: 30%

Related Appeals: N/A

Outstanding needs: CHF 1,496,626

Summary: The Uganda Red Cross Society's (URCS) capacity building efforts focus on decentralization, branch development, volunteer management and the programme improvement agenda in line with the core areas of Strategy 2010 and ARCHI. The URCS continues to assist large numbers of refugees in the southwest of Uganda and conducted a positive follow-up evaluation after last year's ebola epidemic. Road safety becomes a new focus within the Health and DPP Programme, and the URCS is scaling up its activities for HIV/AIDS prevention. Funding is still needed for these programmes, particularly the South Western Refugee Relief Operation.

Operational Developments and Context

In some parts of the country, the presidential and parliamentary elections dominated the political climate in Uganda during the first six months of 2001. The security situation during and after the elections was a source of some concern, and insecurity continues to be an issue. Within this context, the overall objectives of the programme are to:

- continue providing technical support to the URCS in the field of disaster response for national emergencies and in particular the south-western Refugee Relief Operation.
- 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.
- contribute to the capacity building of the URCS through Institutional and Financial development, in programme planning, implementation, monitoring and reporting.

Disaster Response

South Western Refugee Relief Operation

Overall objective: To continue providing technical support to the URCS in the field of disaster response for national emergencies and in particular the south-western refugee operation.

Specific objective 1: To provide and/or distribute adequate food relief items.

Orukinga camp has a population of predominantly Hutu refugees while Nakivale camp has a mixture of Rwandese, Congolese, Somalis, Kenyans, Sudanese, Ethiopians, Burundians and Eritreans. This brings the total number of refugees under the care of the Uganda Red Cross to approximately 14,500 refugees in Nakivale and Orukinga camps. Food distributions were carried out with delays due to financial problems the operation faced during the first months of 2001. The refugees of these camps received monthly food rations of maize grain, maize meal, pulses, vegetable oil, salt and CSB. Two new land cruisers, including one ambulance, were received through UNHCR.

Specific objective 2: To provide adequate health, water and sanitation services.

Existing taps and bore-holes have been maintained to provide an adequate water supply to the refugee population and water bladders have been procured to ensure water trucking during the summer months. The German Government has contributed for water trucking and malaria eradication in the camps. A continuing need is the construction of bore-holes for new arrivals which have no access to potable water. The Sphere minimum standards are not met in this regard. Some latrines at the two hospitals have collapsed and new ones need to be constructed urgently.

Specific objective 3: To strengthen refugee self sufficiently through support with community services, Education and income generation.

The number of school children has increased in Nakivale from 693 to 1,273 necessitating the provision of new teachers. The community service center needs repair and new classrooms for adults. The two schools are planned to be handed over to the government in 2002. Counselling visits and distribution of school books have been conducted.

Specific objective 4: To manage the camps and the project in an efficient and effective manner.

The refugee operation currently faces a management crisis in terms of leadership, financial management and co-ordination. The problems have been addressed by the URCS management and a replacement of core staff is underway. An in-depth evaluation of the entire operation including the partner relations with UNHCR and the government authorities in charge is underway with the support of the regional delegation in Nairobi. The lack of proper housing for the staff in Orukinga and Nakivale remains a practical problem. The office of the project co-ordinator needs to be located closer to the camps in Mbarara. UNHCR is currently conducting a re-registration of refugees in both camps. The revised figure will help to update the contingency plan for the operation. UNHCR is also planning to reduce its support due to the limits of its own budget, implying less support for the URCS programme components of education, community development and health. URCS needs to consider finding other funding sources or to reduce its activities accordingly.

The Delegation facilitated a management retreat and problem assessment workshop with staff in January. Technical support on financial management, human resource and fundraising continues to require the Federation's input for internal capacity building. The senior management team of the URCS has started to conduct regular monitoring and coaching visits to the refugee operation to address the current constraints, and has intensified its technical dialogue with UNHCR and local partners.

Finalisation of the ebola response operation, including a positive self-assessment study, continued until early March.

Disaster Preparedness

Overall Objective: To assist URCS in strengthening its capacity in disaster preparedness, with a focus on strategic branches and in the context of the Great Lakes contingency planning.

Specific objective 1: To respond to disasters and provide relief assistance to vulnerable people.

The political situation in Uganda during the first half of 2001 was dominated by the presidential and parliamentary elections. The URCS launched a national DPP-plan for political emergencies and set up mobile response teams at hot spots in Kampala and other major cities during the election weeks. Over 100 volunteers were mobilized and prepared for rapid action and first aid during political manifestations and possible clashes between the candidates' supporters and their rivals. In Kampala, the URCS volunteers provided over 200 first-aid treatments during mass events. The need for upgrading the radio communication system of the URCS and the connection of strategic branches by computer became clear during this period. Additionally the lack of an ambulance pool was evident. Today the URCS has 2 functioning ambulances, one of which is based in Mbarara for the refugee operation and one at the headquarters in Kampala. The DPP plan for the elections drew on experiences from previous emergency interventions after the bomb blasts in Kampala and Nairobi. The DPP plan for the elections and the visible presence of the URCS was highly appreciated by the public, the media and international observers.

Specific objective 2: To strengthen the capacity of URCS at the national level and in 21 priority branches, to predict and respond to disasters in a timely and effective manner.

Regular central briefings for branch field officers during the Ebola operation and the election campaign were used to train local staff for DPP planning and in communication management. The programme improvement agenda for the URCS developed within the Federation has been disseminated and applied during the last 6 months to produce quality documentation and deliver services at the local and central level more efficiently. The departure of the programme co-ordination delegate in April leaves a gap in developing and monitoring URCS core programmes like DPP. In the future, the Regional Delegation will need to provide targeted assistance on quality assurance on an ongoing basis. The senior DPP co-ordinator has been appointed for a one year mission by the Regional Delegation in Nairobi from 1 August 2001 (as staff-on-loan from URCS). The URCS is ensuring his replacement with a suitable staff member to maintain the quality of the programme.

Specific objective 3: To assist and strengthen the capacities of 6 vulnerable communities to undertake community based disaster prevention, management and mitigation activities.

Vulnerability capacity assessments were conducted in six branches after local URCS members and volunteers have been trained. The URCS plays an active role in the disaster preparedness structure of the regional delegation. A pilot training course was conducted in May for 25 local branch staff in northern Uganda on community based disaster preparedness planning.

Specific objective 4: To ensure effective co-operation, collaboration of URCS disaster preparedness and response activities within the Red Cross Movement and with Government, UN Agencies, NGO's and other stakeholders.

The URCS maintains a good working relationship with the office of the Prime Minister in charge of disaster preparedness. Regular consultations took place with the ICRC on components of community based disaster management in conflict areas. The Delegation has shared information with the OCHA office in Kampala. The road safety project which is co-ordinated by the Health Department includes major DPP components for traffic accidents with large numbers of casualties which happen frequently. A new co-operation partner from the commercial sector is Shell Uganda, which is interested in a long term partnership on accident prevention supporting the safety training for bus and taxi drivers and the setting up of ambulance services along major highways.

A colloquium on road safety was organized by the URCS in March with approximately 80 participants from research institutes, the Police, the Union of Taxi Drivers, relevant ministries and the Press to create a co-operation platform on road safety. The Federation is contributing concepts and lessons from the Global Road Safety Project (GRSP) with the URCS and the other partners. Another new co-operation facilitated by the Delegation is a training initiative for approximately 200 park rangers of the Ugandan Wildlife Authority in First Aid with support of the German Agency for Technical Co-operation. The URCS assisted the Rwanda Red Cross in training First Aid instructors and on ebola prevention. The cross border co-operation continues on volunteer management.

Institutional Development

Overall objective: To contribute to the capacity building of URCS through Institutional and Financial development, in programme planning, implementation, monitoring and reporting.

Specific objective 1: To enhance the capacity of URCS governance and management to strengthen efforts for decentralization, regional networking, resource mobilization and strategy development.

The URCS has conducted reviews for most of its core programmes with external consultations as part of the evaluation of its previous strategic plan. A review on decentralization has been undertaken in co-operation with Makerere University and the Delegation. One major finding is that URCS needs to focus more on local capacity building after years of consolidating the headquarters structure. This need has to be addressed by the governing board and the management. The new strategic planning process has been conducted in a very participatory way, with staff at the local and central level and volunteers and board members actively involved. Cross functional thinking and networking has been promoted and the ownership of the new strategic plan is much higher than before. A local OD advisor has been identified to coach on the implementation process. In-depth training of local board members and branch field officers on governance and management are necessary during the next month and headquarters staff need to be coached on how to change from an implementing to a supporting and controlling role for the 46 branches, which can and want to take over more responsibility for programming.

Specific objective 2: To strengthen the URCS's capacity for disaster preparedness and response to assist with the development of contingency plans for major humanitarian disasters.

The Federation Delegation has emphasized building the capacities of local brands during and after the ebola, and on the recruitment, retention, co-ordination and coaching of volunteers. In co-operation with the Catholic Social Training Institute in Kampala, a workshop on pilot training on counseling and stress management has been conducted in early 2001. The concept is currently used to develop an advanced training of volunteers on psychological support. Inputs were provided for the design of the DPP plan for political emergencies and staff exchange on DPP with the Rwandan Red Cross. The contingency plans for the refugee operation were reviewed by the Delegation and a significant donation of medical relief equipment provided by the German Government in co-operation with the German Red Cross has been received. The Delegation is undertaking research on training curricula on road safety accident prevention and first aid training in experienced National Societies to support the URCS in this new programme by learning from experiences within the Federation.

Specific objective 3: To assist the URCS to strengthen its focus on S2010 core areas and the Ouagadougou Declaration to improve the effectiveness of URCS programmes in meeting the needs of vulnerable people.

The URCS has related its strategic discussions and programme planning to the Ouagadougou Declaration. The strengthening of URCS capacities in volunteer management has been one priority of the Federation support during the first six months. A Pilot Training for volunteer co-ordinators was conducted in May 2001 after the Red Cross week for volunteers where twenty-five participants from Uganda, Rwanda and Tanzania took part. A reader with tools and models for volunteer management has been shared with other African National Societies. Uganda is scaling up its HIV/AIDS related activities and has prepared a country plan, including the scaling up of blood donor clubs from 90 to 180 in 2 years, intensifying HIV/AIDS prevention in IDP camps in the north, peer-education through RC youth in schools and the planning of home based care activities. URCS is well connected with other major HIV/AIDS organisations, who will train URCS volunteers and staff in counseling within the Life project. The Delegation continues its monitoring function for mass immunization campaigns within the health programme. A close co-operation has been facilitated with a national programme from the Ministry of Gender and Youth on the "promotion of the participation of children and youth in development". Branch development and volunteer management of URCS is supported through this new partnership. The Delegation also assists the URCS in its bilateral twinning programme for local capacity building through coaching.

Specific objective 4: To promote greater accountability and self reliance in financial management and systems development with an emphasis on computerization of financial systems.

The finance development delegate left in March, with part of his duties taken over by the regional finance development delegate based in Kampala. The following areas will be focused on for improvement:

- assist in smooth utilization of the computerized software program Navision Financial.
- capacity building in the area of financial management and development of the national society (e.g assisting in updating of Financial Procedures Manual, reorganization of the finance department to improve the effectiveness and professionalize the planning, implementation, monitoring and reporting procedures).
- advise the National Society on related financial issues following the decentralization policy and the sharing of financial responsibilities between headquarters and the branches.
- assistance in the field of resource mobilization.

Regional Co-operation

The URCS plays an active role in regional co-operation through its Secretary General, who is the chairman of the East African Red Cross Net. The National Society and the Delegation contributed to the working group on twinning and branch development and is preparing a regional conference on corporate partnerships related to the working group on fund raising.

Co-ordination and Management

The programme co-ordination delegate continued supporting the synchronization of the URCS's department activities through the programme improvement agenda until his departure in April. It has been recommended to employ a senior local programme co-ordination officer. This is not implemented yet due to internal HR planning and funding gaps; programme appraisals, timely reporting and impact measurement remain areas which need significant improvement at the level of departmental management in the URCS. The head of Delegation maintains contact with international donors through the World Bank consultative group and direct contacts with technical advisors in the various donor offices. Regular consultations with the ICRC co-operation delegate take place.

Outstanding needs

The restructuring of the South Western Refugee Operation requires major investments in staff development and the construction of an office and staff hostel closer to the refugee camps. The mobile equipment requires repairs. The Wat/San programme lacks funding for a long-term solution (drilling of 20 base holes in Nakivale). 2,000 Ugandans expelled from Tanzania require additional assistance from the URCS in the Mbarara area. Some 20,000 IDPs in Karamoja seek humanitarian assistance from the URCS. Related to organizational development, funds are required to continue to assist the URCS in the implementation of its new strategic plan, decentralization process, and volunteer management. The consolidation of the URCS financial management capacity and its fundraising strategy depends as well on the donors' commitments within the CAS.

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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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Uganda						ANNEX 1
APPEAL No. 01.19/2001		PLEDGES RECEIVED			02.08.2001	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				2'139'344		TOTAL COVERAGE 30.0%
CASH CARRIED FORWARD				168'825		
AMERICAN - RC		5'781	USD	9'655	08.03.01	ARC SPONSORED MISSIONS
AMERICAN MISSION		120'000	USD	205'584	14.05.2001	RWANDA - ORUKINGA/NAKIVAL (30%) DEL. LOGISTICS SUPPORT (70%)
CANADIAN - RC/PRIVATE		1'037	CAD	1'123	20.04.01	RWANDAN REFUGEES
GREAT BRITAIN - RC		10'000	GBP	24'600	17.05.2001	DEL. SUPPORT
GERMAN - RC		8'000	DEM	6'293	08.03.01	RE-INTEGRATION OF EBOLA VICTIMS IN THE FAMILIES
GERMAN - RC		114'658	DEM	89'410	04.07.2001	WATER TRUCKING, WATER TREATMENT CHEMICALS, STAFF SALARIES, MOSQUITO NETS, MALARIA MEDICINE
NORWEGIAN - GOVT/RC				40'000	03.05.2001	INSTITUTIONAL & RESOURCE DEVELOPMENT
SWEDISH - GOVT/RC		100'000	SEK	16'900	21.05.2001	DISASTER PREPAREDNESS, LOGISTICS SUPPORT
SUB/TOTAL RECEIVED IN CASH				562'390	CHF	26.3%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Australia	Delegate(s)			18'891		
Germany	Delegate(s)			46'653		
Great Britain	Delegate(s)			14'784		
SUB/TOTAL RECEIVED IN KIND/SERVICES				80'328	CHF	3.8%