

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

UGANDA

(Appeal 01.15/2002)

Click on programme title or figures to go to the text or budget

	2002 In CHF	2003 ¹ In CHF
1. Disaster Response	320,333	0
2. Organizational Development	184,997	170,019
Total	505,330	170,019



Introduction

National context

Following many years of upheaval and internal conflict, the present government of Uganda has brought more stability and economic improvements to the country during the last few years. Reinvestment and rebuilding is evident throughout Kampala and the central part of the country, and Uganda has continued to enjoy the strong support of the international donor community and international investors. But however notable these improvements may be, they represent only part of the story.

Internal conflicts in the north and west of the country and cross-border conflicts have continued to consume a large part of Uganda's resources, as well as increasing population displacement to over 1.2 million people. Drought, unseasonable rainfall patterns and conflict affected crop production throughout the country leading to increased food insecurity for many vulnerable communities particularly in the north and east of Uganda. A

¹ These are preliminary figures for 2003, and are subject to revision in the course of 2002.

significant number of refugees, displaced persons and victims of drought continue to lack access to adequate potable water, food, land, shelter and other basic services.

Health epidemics including malaria and measles are frequent, particularly in the northern and south-western regions, and the outbreak of ebola in late 1999 shows how vulnerable these communities can be. Such epidemic outbreaks require a significant response from local and international humanitarian agencies in the absence of a well-functioning public health services. HIV/AIDS remained a major public health issue although the rate of infection is reported to be declining in Uganda thanks to an intensive government awareness campaign.

National society priorities

Following the restructuring process in 1998/1999, the Uganda Red Cross Society (URCS) has radically changed its institutional development strategy with a new Constitution, election of a new Central Governing Board, and the reorganisation of the National Society structures and programmes.

In the spirit of the Kampala Declaration, the Society has returned to its roots, reactivating its traditional Red Cross activities:

The priority programmes and development activities are:

- Strengthening governance and management through human resource development, membership recruitment, fund-raising and revenue generation, decentralization and branch development.
- In line with Strategy 2010, core programme functions which have been adopted now focus on Emergency Preparedness and Response, Health Programmes with special emphasis on First Aid, Blood Donor Recruitment and Community Based Health Care.
- The National Society also identified the promotion of humanitarian values as one of its core activities with information and dissemination activities being the backbone of the programme.
- Strengthening of the Red Cross Youth sector, and gender awareness and sensitisation, are the remaining areas the National Society has identified as priorities in its Development Plan.

While the Federation and the ICRC have tended to focus on emergency response support in recent years, PNS partners have increasingly supported the Society in a variety of long-term programme sectors. A wide range of small projects have now been consolidated into key programme areas, and coordination of the numerous donors is effectively handled by the URCS on a largely bilateral basis. Recent Partnership meetings in Kampala have clearly shown how far this development has come, with a high level of trust and commitment on all sides. As a result, the Society is now at a stage where it can mount effective disaster response operations in virtually any part of the country, using volunteers from the branches, with the Society's capacity to carry out regular Red Cross programmes across the country is also improving.

A revised Memorandum of Understanding on Co-operation between the Uganda Red Cross Society and its partners was negotiated in Kampala in August 2001, as were standardized reporting formats.

Priorities and objectives for Federation assistance

The URCS's major programming priorities now fall within the four core areas identified in Strategy 2010 and the Federation will continue to provide limited support to these through the part-time presence of a Representative and the back-up of the technical delegates based at the Regional Delegation in Nairobi (RDN). The Representative, who will be based in Kigali, Rwanda, will travel to Kampala occasionally and at the request of the URCS to assist in certain OD activities. One delegate of the RDN will be based in Kampala and will also be available for advice. Beyond these, the RDN will offer support to the URCS at their request. It is anticipated that the Federation will continue to play a supportive role in resource mobilisation and external relations as well as improving the Society's human and financial resource management, although the Health and Disaster Preparedness programmes will be financed bi-laterally from

now on. The Federation will also continue to play the role of architect of the co-operation as envisaged under the Memorandum of Understanding

Emphasis will continue to be placed on supporting the refugee operation in the south-west, though on a reduced scale now the Society has taken over the full responsibility for running the programme.

Priority programmes for Federation assistance

- Disaster response.
- Organizational development.

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1. Disaster response

• South Western Relief Operation (SWRO)

Background and progress to date

The SWRO is an ongoing care and maintenance programme implemented by the Uganda Red Cross Society in close co-operation with UNHCR, WFP and the Federation. The Operation initially started as a refugee relief programme in 1990, then was managed from 1994 to 1999 by the Federation and handed over to URCS in January 2000. The operation comprises two camp settlements at Orukinga and Nakivale in Mbarara district, south-western Uganda. The population of Orukinga camp is approximately 5,150, while Nakivale camp has a total of approximately 14,450 refugees from Rwanda, DR Congo, Somalia, Kenya, Sudan, Ethiopia, Burundi and Eritrea. About 100 Rwandan refugees from Tanzania are currently arriving in Nakivale monthly.

The political and military situation in the Horn of Africa, southern Sudan and the Great Lakes region where these refugees come from has remained volatile and it seems unlikely many of these refugees will be able to return home soon. The only solution would be local integration and/or resettlement in a third country but again these options also have their limitations.

The new refugees in Nakivale have been settled in a widely spaced area and generally far from the present sources of services, particularly clean water and preventive health services. There is the need for concentrated camp settlement or budgetary provision to extend similar service provision to the settlement areas.

Structural facilities in the camps have become inadequate for both refugees and staff members, notably health centre structures, office space and staff housing. Repairs have to be carried out on the old structures and new facilities must be built including a maternity ward at Nakivale, a female ward at Orukinga, classrooms (Orukinga and Nakivale), pit latrines (Nshugyezi health centre), and some additional staff accommodation.

URCS has signed a funding agreement with UNHCR and WFP which covers approximately 70% of the budget for the operation. These arrangements cover food and non-food items, and parts of the community health and logistics services. In addition to the maintenance of relief services, URCS conducts skills training for adult literacy, small business development, agriculture, savings and credit programmes.

The health and nutritional status of refugees and the Uganda host communities benefit from community based health care, the two clinics and referral services. The government of Uganda has designated Nakivale as the transit camp for any new arrivals from DR Congo, Rwanda and Tanzania. The Federation, together with URCS, UNHCR, WFP, MSF-F and the Ugandan Government, has drawn up a contingency plan for accommodation for up to 100,000 refugees in Nakivale camp. The plan anticipates that URCS, with Federation support, will be able to provide basic relief services to an additional refugee influx - if it was to happen - in a co-ordinated manner.

Today URCS is facing numerous challenges in implementing the SWRO effectively due to internal and external pressures:

- A poor donor response to funding the appeal limits appropriate and timely service delivery.

- Change of UNHCR policy to give more fundraising responsibility to its implementing partners like the URCS causes additional stress for the delegation and the national society.
- the need to strengthen the URCS's management capacities.
- The water and sanitation component of the programme, particularly the water supply in Nakivale, is not yet meeting the *SPHERE* standards fully.

These weaknesses have been assessed and addressed in an evaluation conducted by the Federation and URCS in July 2001. This appeal is searching for funding long term solutions.

Goal To provide humanitarian relief assistance to refugees in Orukinga and Nakivale camps and specific capacity building to URCS that the *SPHERE* standards for disaster response are met.

Objectives and activities

Objective 1 To provide and/or distribute adequate food and non-food relief items to all refugees entitled to receive this assistance, whether in the camps or outside.

Activities to achieve this objective include:

- Procurement and distribution of relief items.
- Transportation of relief items and project personnel.
- Maintenance of warehousing and distribution services.
- Construction and renovation of camp infrastructure.
- Quality control and monitoring of distribution.

Objective 2 To provide adequate health, water and sanitation services to all refugees entitled to receive this assistance, whether in the camps or outside, as well as the targeted local host communities.

Activities to achieve this objective include:

- Special efforts will be made to address some of the urgent and genuine needs of refugees by all partners, including the District Director of Health Services.
- Provision of community based health services to refugees and host communities in the vicinity of the two camps, including maternal and child health and family planning services.
- Operation and maintenance of two health centres (one in each camp) including the provision of inpatient, outpatient, referral and simple laboratory services for refugees and host communities.
- Health education, training and surveys in nutrition and vaccination campaigns twice a year in both camps.
- Provision, maintenance and operation of water supply facilities (non-agricultural)
- Water trucking if required during summer and drilling of new bore holes for wells.
- Provision and maintenance of latrines and construction of timber latrines for new arrivals.

Objective 3 To strengthen refugee self-sufficiently through support with community services, education and income generation activities.

Activities to achieve this objective include:

- An optimum staffing level will be maintained for effective and efficient provision of services while gradually passing on skills and responsibilities to the beneficiaries.
- Provision of special services for vulnerable children including food and non-food items, education and recreation materials and promotion of children's rights.
- Provision of special services for people with disabilities including awareness raising, orthopedic appliances, mental health support and income generation activities.
- Support for general primary education including fees and materials for 2,500 refugee pupils, construction of new temporary classrooms and renovation of existing classrooms.

- Conducting six adult literacy classes and promotion of education for girls.
- Salary for one education supervisor, a teacher and deputy headmaster as well as incentives for 30 refugee teachers and 15 refugee adult literacy instructors.
- Provision of training, seeds and materials to eight agricultural groups
- Skills training for 100 youths in income generating activities including brick making, carpentry, tailoring and bicycle repair.

Objective 4 To manage the camps and the project in an efficient and effective manner.

Activities to achieve objective 4 include:

- On-time payment and management of salaries and allowances for 70 staff members and 80 refugee workers.
- Additional staff training and skills development based on programme review July 2001.
- Improved procurement procedures and management of office equipment, printing and publications
- Effective project monitoring, reporting and facilitation of visitors to the project
- Liaison and co-ordination with partners including UNHCR, WFP and the office of the Prime Minister.
- Establishment of a coaching and supervising system for new staff
- Reorganization of the operational management structure based on the recommendations of the evaluation July 2001.
- Setting up of staff exchange with refugee operations of neighbouring National Societies and other agencies.

Expected results

Results against objective 1:

The refugee population in Orukinga and Nakivale are continually supported with adequate food and non-food items to levels which meet or exceed *SPHERE* minimum standards for food, nutrition and shelter.

Results against objective 2:

- The refugee population in Orukinga and Nakivale have continued or improved access to health and adequate water and sanitation services which meet or exceeds the *SPHERE* minimum standards.
- Host communities should also have improved access to health, water and sanitation services

Results against objective 3:

- Vulnerable children and people living with disabilities in the refugee population will have equitable access to services provided in the refugee community.
- Individual refugees and refugee communities are able to demonstrate increased self-reliance.
- 2,500 children have the opportunity to complete two years of primary education. Increased adult literacy within the refugee population and greater number of girls attending school.
- One hundred youths trained in income generating activities, 20 women's groups trained in savings and credit programmes and eight agricultural groups trained in modern agricultural techniques and provided with seeds.

Results against objective 4:

- Project management is able to plan, implement and report in a timely and effective manner.
- URCS is able to demonstrate continuous improvement in project administration.
- Provision of services to refugees is well co-ordinated with other stakeholders.

Indicators

Indicators against objective 1:

- Relief items are procured, transported and distributed in an efficient, timely and effective manner.

- Distribution records and beneficiary surveys indicate compliance with SPHERE minimum standards for food, nutrition and shelter.

Indicators against objective 2:

- Amount of safe water produced, number of refugees benefiting from regular use of water facilities.
- Number of latrines constructed (refugees per latrine) and number of other environmental sanitation activities undertaken as required.
- Records indicate compliance with SPHERE minimum standards for water and sanitation.
- Number of inpatients, outpatients and referrals serviced by health centres.
- Community based health workers employed and number of trainings, nutritional surveys and vaccinations performed.

Indicators against objective 3:

- Number of vulnerable children receiving special assistance and becoming more self-reliant as a result.
- Number of people with disabilities that receive special assistance and become more self-reliant as a result.
- Amount of school fees claimed and materials provided to refugee students, number of classrooms renovated or constructed.
- Number of adult literacy classes conducted, number of refugees who attend and demonstrate improved literacy.
- Education staff attendance records and salary/incentive disbursements.
- Number of skills trainings conducted, number of participants that can demonstrate improved self-reliance as a result.

Indicators against objective 4:

- Staff employed and performing their duties in a professional manner.
- Number of staff completing relevant training.
- Speed of decision making, problem identification and rectification, quality of implementation and project outcomes (assessment of independent review/evaluation).
- Feedback on co-ordination and collaboration received from partners and other stakeholders.
- Positive monitoring reports from Headquarters and Federation monitoring visits.
- Improved image of the operation among key partners and the donor community.

Monitoring and evaluation arrangements

- Regular monitoring will be undertaken by the Disaster Preparedness & Response Programme Co-ordinator, the Deputy Secretary General and the Federation Representative in Uganda.
- The URCS will prepare and circulate regular reports to all donor partners.
- The Federation Watsan delegate in Nairobi will continue to provide technical assistance and limited monitoring services for water and sanitation.
- The Federation Representative will continue to assist URCS in the organizational development of the operation, leadership training and co-ordination of donor visits for fundraising and monitoring.
- Funding partner agencies including UNHCR and WFP will also monitor project activities and share their reports with the URCS.

Critical assumptions

- The URCS leadership puts sufficient emphasis on the implementation of the SWRO Evaluation (July 2001), especially the introduction and coaching of new management staff.
- The URCS provides sufficient administrative and logistical support and ensures lateral co-ordination with their programmes.
- Sufficient funding is available consistently through the year to ensure efficient and timely implementation of programmed activities.

- Sufficient agricultural land will be available to refugee families to grow supplementary food crops, particularly in Orukinga.
- The refugee population in both camps will stabilize at around 15,000
- The Self-Reliance Strategy Policy is fully introduced in the camps, particularly Orukinga.

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2. Organizational development

Background and progress to date

URCS has made major progress during the last two years in its effort to achieve the characteristics of a well functioning National Society. The quality of URCS governance at national level has consolidated the quality of strategic planning, and in 2001 a systematic evaluation process of the implementation of the Strategic Plan has taken place in combination with a review of URCS's progress and identification of further needs. These needs include capacity building for local structures in 46 branches, the sustenance of its "programme improvement agenda" and the strengthening of its volunteer management as priorities for URCS in the field of organizational development.

URCS requires the continuation of the Federation's technical support through a country representative and the regional delegation on a non-permanent basis. It has therefore been decided that the present Federation Representative, who from January 2002 will be based in Kigali, Rwanda, will also have ongoing responsibility to work with the URCS for part of his time. Additional OD, financial and technical support will be available as needed from the Regional Delegation in Nairobi.

Close co-operation for capacity building has been developed with local consultants, Makerere University and international development agencies outside the Red Cross movement. Local fundraising and programme management have been visibly improved. Operational management, human resource development, internal communication and external relations require further streamlining. This will be achieved through results oriented coaching of the National Society senior staff and the internal change process towards a decentralized management system and a more service oriented working style at the Headquarters. The active dialogue within the East African Red Cross Net will ensure knowledge-sharing of URCS with its neighbouring National Societies.

Goal To consolidate the Organizational Development of URCS at a national and local level through continuing support to the implementation of its new Strategic Plan and decentralization process during the years 2002 / 2003.

Objectives and activities planned

Objective 1 To contribute to the capacity building of URCS structures at a local level with a focus on leadership development.

Activities to achieve this objective include:

- Training of branch field officers in project management, reporting and monitoring in 46 branches.
- Training of local board members in basics of good governance and development of practical tools for efficient board performance at a local level.

Objective 2 To support the URCS in the implementation of its programme improvement agenda at a national level.

Activities to achieve this objective include:

- Coaching of local Red Cross managers in selected pilot branches in the implementation of the programme improvement agenda.

- Facilitation of co-operation between URCS and local NGO support organizations, consultants and invitations for decentralization at governmental level.
- Appraisal of project documents for local capacity building.
- Participation in selected reviews and monitoring on the implementation of URCS strategic plan and decentralization concept.

Objective 3 To continue supporting URCS in strengthening its financial management capacity and to implement new partnerships with the corporate sector for increased resource mobilization.

Activities to achieve this objective include:

- Regular coaching of URCS financial staff on procedures, quality control and decentralization.
- Coaching in relationship management with new corporate partnerships.
- Support of knowledge sharing between URCS's neighbouring National Societies and NGOs on financial resource development.
- Technical assistance to URCS for fundraising during local emergencies.
- Appraisal of financial reports of major URCS operations.
- Technical assistance with the facilitation and follow-up to audits.
- Development of a new Financial Procedure Manual.
- Update the organizational structure of Finance Department.
- Optimize use of financial computerized system.

Objective 4 To assist URCS in designing and implementing a sustainable concept for volunteer management in its core programmes related to ARCHI.

Activities to achieve this objective include:

- Conduct pilot trainings for local volunteer co-ordinators with the Health and DPP programmes, based on existing training concepts.
- Production of a trainer manual for volunteer co-ordinators, and audio-visual training material.
- Conduct trainings for trainers of volunteer co-ordinators.
- Promotion of the co-operation between URCS and new partners interested in volunteering and youth participation.
- Support to existing and new twinning programmes through monitoring of volunteer involvement and management
- Provision of inputs to the finalisation, implementation and monitoring of URCS and guidelines on volunteering.

Objective 5 To support URCS in developing an efficient concept and practice for external relations with donors, co-operation partners and diplomatic missions in Uganda.

Activities to achieve this objective include:

- Support URCS in designing a communication concept for relations with major national and international partners and donors.
- Coaching of URCS senior managers in regular communication with the local donor community and on emergency operations marketing.

Expected results

Through the regular visits of the Federation Representative, the Regional Finance Development Delegate and other technical delegates available through RD Nairobi, the Federation intends to assist the URCS to achieve the following results:

Results against objective 1:

- Improved performance quality and job satisfaction of branch field officers and local board members in branch leadership.
- Internal communication between national and local structures in URCS improved.

Results against objective 2:

- Quality of programme management in planning implementation, monitoring and evaluation improved.
- Linkages between DPP, Relief and Health programmes with Branch Development, Youth and Communication positively strengthened.
- Customer satisfaction of local structures with HQ service including information flow significantly improved.
- Donor satisfaction with reporting quality on URCS core programme improved.

Results against objective 3:

- Quality of financial reporting documents according to procedures improved.
- Monthly financial reporting will have been introduced.
- Job satisfaction, loyalty and accountability of URCS financial status strengthened by senior staff through more efficient leadership.
- Full utilization of available modules in financial software package will have been achieved.
- Strong level of support will have been developed and maintained through new corporate partnerships.
- More effective organization of available human resources in the finance department.

Results against objective 4:

- Existence of volunteer co-ordinators in all branches and core programmes.
- Increased innovation and efficiency in volunteer participation in URCS a central and local level.
- Existence of a pool of trainers on volunteer management and appropriate technical tools.

Results against objective 5:

- Consistently higher level of professionalism in managing external relations achieved by senior URCS staff resulting in increased local support.
- Sufficient responses to local emergency appeals and long term funding commitments through mixing of partners achieved.
- Improved the image of URCS in local and international donor community.

Indicators

Indicators against objective 1:

- Positive results of job appraisals for branch field officers.
- Level of satisfaction of branches with Headquarters support measured through monitoring of the decentralization concept with URCS's Strategic Plan.

Indicators against objective 2:

- Improved quality of project documents submitted to URCS national departments, bilateral donors and IFRC.
- Improved quality of national programme documents, progress reports submitted to donors and their perception of lateral co-operation within URCS.
- Improved levels of job performance via appraisals of senior headquarters staff in URCS's programme departments.
- Frequency of crisis intervention by Federation and bilateral partners in programme management.

Indicators against objective 3:

- Reduced level of complaints on URCS project documents submitted to donors.
- Improved perception of URCS from its partners on overall organizational credibility and accountability.
- Timely, reliable and relevant financial and narrative reporting.
- Level of application of standard procedures according to current guidelines of URCS and donors.
- New Financial Procedures Manual available.
- Clear division of roles and responsibilities for Finance Department staff.

Indicators against objective 4:

- Positive feedback from volunteers through surveys on satisfaction with volunteer management procedures and coaching provided.
- High level of job satisfaction of volunteer co-ordinators.
- High level of satisfaction of beneficiaries and local stakeholders with volunteers' performance in core programmes of URCS.

Indicators against objective 5:

- Achievement of full coverage of URCS's local appeals by donors.
- Increased perception of URCS's image among local and international partners.

Monitoring and evaluation arrangements

Regular monitoring and self evaluation exercises will be undertaken by URCS senior management and the Federation Representative. The Regional Delegation Nairobi will provide technical support through technical delegates for URCS core programmes, at URCS's request. Bilateral donors and other partners will participate actively in the monitoring of relevant URCS activities based on the CAS, MOUs and co-operation agreements. Local external consultants and researchers will be increasingly involved in the quality control and building of URCS capacities for monitoring and evaluation.

Critical assumptions

- Federation human and financial resources are sufficient to enable the Representative and RDN delegates to support requests for assistance made by the URCS.
- URCS's continuing commitment to the change process, and that senior staff spend sufficient time and energy on managing the process of decentralization along with other ongoing operations.
- The URCS governing board continues to play a professional monitoring role based on the new strategic plan, and ensures the active participation of the district leaders in its implementation through regular dialogue.
- Donors acknowledge the added value of the Federation's technical assistance to URCS for organizational development and programme improvement.

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PROGRAMME BUDGETS - 2002								
UGANDA								
PROGRAMME	Disaster Prep	Disaster Resp	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	43'105	0	0	0	0	0	0	43'105
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	14'076	0	0	0	0	0	0	14'076
Medical & 1st Aid	0	0	0	0	0	0	0	0
Teaching Materials	0	0	0	0	0	0	0	0
Ustensils & Tools	13'000	0	0	0	0	0	0	13'000
Other Relief Supplies	36'636	0	0	0	0	0	0	36'636
Subtotal Supplies	106'817	0	0	0	0	0	0	106'817
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	0	0	0	0	0	0	0
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	0	0	1'000	0	0	1'000
Subtotal Capital	0	0	0	0	1'000	0	0	1'000
Programme Management	21'600	0	0	0	12'474	0	0	34'074
Technical Services	6'466	0	0	0	3'734	0	0	10'200
Professional Services	7'171	0	0	0	4'141	0	0	11'312
Subtotal Programme Support	35'237	0	0	0	20'350	0	0	55'586
Warehousing/Inspection	7'750	0	0	0	0	0	0	7'750
Transport & Vehicles	54'935	0	0	0	6'540	0	0	61'475
Subtotal Transport & Storage	62'685	0	0	0	6'540	0	0	69'225
Delegates & Expatriates	3'700	0	0	0	75'750	0	0	79'450
National Societies and Local Staff	86'970	0	0	0	21'354	0	0	108'324
Subtotal Personnel	90'670	0	0	0	97'104	0	0	187'774
Travel & Related Expenses	4'400	0	0	0	16'845	0	0	21'245
Information	416	0	0	0	2'338	0	0	2'754
Consultants	3'600	0	0	0	6'800	0	0	10'400
General Expenses	16'508	0	0	0	34'020	0	0	50'528
Training Workshops & Seminars	0	0	0	0	0	0	0	0
Security	0	0	0	0	0	0	0	0
Subtotal Training, Information & General	24'924	0	0	0	60'003	0	0	84'927
TOTAL BUDGET	320'333	0	0	0	184'997	0	0	505'330