

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

UGANDA

Appeal no. 01.12/2003

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	2003 (In CHF)	2004 ² (In CHF)
1. Disaster Management	813,687	380,000
2. Organizational Development	189,244	200,000
Total	1,002,930¹	580,000

Introduction

The conflict between the government troops and Lord's Resistance Army has intensified during 2002 causing a humanitarian crisis. Refugees from neighbouring countries continue increasing the population in the URCS managed camp in Mbarara. The main challenge for the Uganda Red Cross Society is to continue progressing towards the characteristics of a well functioning society for at the same time providing effective service delivery assisting the most vulnerable. The Federation delegation in Uganda has undergone a number of structural adjustments over the last years and is now fully integrated in the national society providing assistance to the coordination and dialoguing with Participating National Societies in relation to bilateral implementation of programmes via a new Cooperation Agreement Strategy. The Federation Secretariat will assist the national society in its organisational development and capacity building activities and in service provision to the refugees in the South Western Refugee Operation.

National Context

In 2002 the security situation in Uganda improved in the western part of the country while new armed conflicts between the rebel Lord's Resistance Army and government troops in the North have caused a new humanitarian crisis. After 16 years of conflict, the government has launched a new initiative to seek rapprochement with its neighbours, especially Sudan. Uganda is reducing its presence in the Democratic Republic of Congo and is moving to improve relations with Rwanda. Political opposition parties are still restricted by the government.

In addition to the ongoing conflicts in the northern and eastern parts of the country, natural disasters such as land slides, droughts, unseasonable rainfall and floods, continue to affect crop production throughout the country. Health epidemics, such as malaria, measles, and meningitis, are frequent, while 54% of the population still lacks access to clean drinking water. Only 49% of the population lives within 5 km. of a health facility, and there is one doctor for every 27,000 Ugandans.

Human Development Indicators at a Glance

	Uganda	Sub-Saharan Africa	World
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¹ USD 682,548 or EUR 681,890.

² These are preliminary budget figures for 2004, and are subject to revision.

Life expectancy at birth (years)	44	48.7	66.9
Adult literacy rate (% age 15 and above), 2000	67.1	61.5	~
Adult literacy rate (female as % of male), 2000	73	77	~
Combined primary, secondary and tertiary gross enrolment ratio (%), 1999	45	42	65
GDP per capita (PPP\$), 2000	1,208	1,690	7,446
People living with HIV/AIDS, adults (% age 15-49), 2001	5	9	1.2
Refugees (thousands), in/out, 2000	237/29	~	~

Source: UNDP HDR 2002

HIV/AIDS remains a major public health problem and has led to the death of an estimated 800,000 people and created an estimated 1.7 million orphans. However, the rate of infection is reported to be declining, thanks to the concerted efforts by the government and NGOs. In June 2002, Uganda was selected as one of the 12 African and Caribbean countries to be supported by a US programme to reduce mother to child HIV transmission and to strengthen health care facilities.

The vulnerable groups in Uganda consist of: 660,373 people registered as internally displaced (IDPs), about 188,000 refugees, and a group of about 30,839 abducted children and adults. A significant number of refugees and IDPs lack access to adequate potable water, food, land, shelter and basic services.

In 2002, international donors shifted more funding to amnesty and recovery and finalised support to peripheral districts. A new Northern Uganda Social Action Fund and the Northern Uganda Reconstruction Programme were developed and will hopefully help to balance needs in the country. During the same period, UN and NGO action supported the government to achieve 5 objectives:

- Alleviation of human suffering
- Protection and advancement of human rights
- Provision of basic social services
- Reintegration of ex-combatants and returnees
- Formulation of a sustainable National Programme for recovery.

National Society Priorities

The Uganda Red Cross Society (URCS) conducted a participatory strategic planning process and an analysis of its organisational strengths and weaknesses at central and local level in 2001. It outlined the following priorities and programmes:

- Review/develop and strengthen programmes for effective service delivery in line with the Federation Strategy 2010 and Ouagadougou Declaration, and the recommendations of Uganda Red Cross Decentralisation Review and Gender policy.
- Facilitate vulnerable communities in improving their health status by reducing morbidity and mortality arising from common diseases and health emergencies.
- Predict, prevent and mitigate the impact of disasters.
- Assist families who are scattered, separated and without timely news of armed conflicts, internal unrest, violence, and/or natural calamities.
- Mobilise the youth as the most active volunteer force to respond to the needs of vulnerable people in their community and to disseminate the ideals of Uganda Red Cross.
- Expand Uganda Red Cross' funding sources by developing and implementing an appropriate resource mobilisation strategy in line with the recommendations of the Federation's Strategy 2010.

- Improve and maintain the corporate image of Uganda Red Cross through publicising its services in various media/fora and providing feedback from the public to service providers for action in line with the National Society's constitution.
- Strengthen and maintain the structure, policies, constitution, procedures and systems of Uganda Red Cross in line with the Federation guidelines on characteristics of a well functioning society.
- Improve networking systems to make use of existing expertise within the Movement in line with the Seville Agreement and with other organisations as per Strategy 2010.
- Develop and implement volunteer and membership management policy guidelines in line with Federation Strategy 2010 and Ouagadougou Declaration.
- Strengthen the capacity of the National Society's branches for effective service delivery in line with the recommendations of the Decentralisation Review.
- Develop and maintain a management information system to facilitate the various activities of the society at headquarters and sub-branch levels.

AT A GLANCE - UGANDA

	Year	Comment
Statutes	2002	First adopted in 1964 last revised 2002. The NS has reviewed the statutes against "Guidance for National Societies Statutes"
National Disaster Plan	2002	The NS has a plan covering national and local levels
National Development Plan	2002	Development/Strategic plan adopted for the period 2002-2006
CAS	2003	Draft, to be finalised 2004
Self-Assessment	2002	Based upon 2001 figures
Elections	2002	Yearly General Assembly next planned 2003
Yearly audit	2002	2001 comprehensive audit performed as per Federation standards.

Red Cross and Red Crescent Priorities

Bilateral programmes between the Danish Red Cross and URCS focus on health services, HIV/AIDS prevention and care, and the youth programme. American Red Cross supports the HIV/AIDS programme linked to blood donor services on a large scale.

The ICRC continues to support the URCS in the field of preparedness, training and dissemination, co-funds the communication programme of the National Society, and contributes to branch capacity building. The Swedish Red Cross also provides technical assistance to branch capacity building through a number of twinning programmes in Uganda, while the German Red Cross continues to co-fund emergency operations based on national and international appeals.

Primary support from the Movement in 2002

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organisational Development	Other
ICRC			xx	xx		xx
Federation		xx			xx	
Danish RC	xx		xx			xx
American RC	xx					
Swedish RC		xx			xx	
British RC			xx		xx	xx
Norwegian RC	xx				xx	
Netherlands RC						xx
German RC		xx				
Finnish RC						xx

The National Society is looking for new partners to support the Ambulance Service within its Road Safety programme and Disaster Preparedness/Response.

Priority Programmes for Secretariat Assistance

The Federation Secretariat priorities for technical support to the Uganda Red Cross Society fall under Organisational Development, Water and Sanitation, and Disaster Relief and Rehabilitation within the South Western Refugee Operation. A Federation Representative will continue to support the National Society's senior management on capacity building in the field of finance, fund-raising and management. The Regional Delegation will provide back-up to specific programmes such as HIV/AIDS prevention and care, disaster preparedness and coordination of the Red Cross and Red Crescent Network for East Africa (RC-NET), which continues to be chaired by the URCS.

Federation presence was fully integrated into the National Society structure in 2002 and the Federation Representative is currently being shared with the National Society of Rwanda. The URCS demonstrated its commitment and capability to manage medium-scale disasters such as the crisis with IDPs in Northern Uganda from July to October 2002, with the technical support of ICRC and financial resource mobilisation from the Federation. The National Society has also raised significant amounts of funds on its own through bilateral partnerships and at the domestic level with international donors. A new Cooperation Agreement Strategy (CAS) is being finalised by the National Society's senior management and the Federation Representative. The URCS will continue to employ qualified local consultants for capacity building within the framework of the new strategic plan.

1. Disaster Management W <[Click here to return to the title page](#)>

Note: the activities associated with the Health and Care programme outlined below are budgeted within the Disaster Management or Organizational Development programme budgets.

Background and achievements/lessons to date

With the support of the Federation, the Uganda Red Cross Society has been supporting the South Western Refugee Operation (SWRO) and running all water and sanitation services in the refugee camps of Nakivale and Orukinga since 1990. Presently Nakivale hosts about 15,000 refugees and Orukinga about 5,000 giving a planning figure of 20,000 refugees for 2003.

With the increasing population in Nakivale over the last year, the current water supply system can no longer provide sufficient water to meet the needs of the refugees. Until late 2000, the refugee caseload in Nakivale was able to access safe water from the tap stands that are served by the surface treatment system. Increased inflow of more refugees has dictated a change in the settlement pattern with more refugees being settled in zones that are as far as 10 km. from the tap stands.

Several options to bring water to these areas have been embarked on, notable of which are:

- Water trucking: This started as a short-term intervention in August 2001 on the assumption that it would stop if a long-term solution was found. It involved transporting water from the existing surface treatment system to five locations in the distant zones. The system is still operational and is able to provide about 50% of the population with safe water. It is hoped and proposed that this system be carried over into 2003 since no other alternative water supply system has been found.
- Surface treatment system: This involves pumping raw water from Lake Nakivale into sedimentation tanks where it is treated and distributed by gravity to 48 taps, and directly serves another 50% of the population, mainly those refugees living in the neighbouring zones. It is water from this system that is delivered to distant zones under the water trucking programme. It is recommended that the above plant be maintained in 2003 to avoid creating gaps before a permanent/long-term cost effective system is established in Nakivale.
- Ground water development: Out of a long standing desire to establish a simple, easier to manage and low cost (operational and maintenance) water system for Nakivale, several steps to develop

ground water culminated in a drilling exercise in March/April 2002 which, unfortunately, yielded negative results. This goes to further confirm that the above two water supply options must be maintained through 2003. Efforts to design an appropriate long-term water system have continued since the failure to access ground water. Preliminary surveys and designs for a project to harvest rain water have been done.

In Orukinga, water is supplied through both deep and shallow wells fitted with hand pumps. By the end of 2001, water sources consisted of 13 wells and one protected spring, serving 5,000 people. Construction of new sources was halted since the closure of Orukinga camp to new arrivals. However, the heavy rainfall during the February-April rainy season caused a major water build up that expanded the small lake, which has now covered the entire valley and submerged two wells. The water levels failed to drop during the long dry season (May-August) and there is no hope that the lake will dry. The affected villages do not have any safe water as they depend on the lake for their water needs. It is therefore necessary that new sources located away from the valley be developed in 2003 to replace the submerged wells.

In both Nakivale and Orukinga, sanitation and hygiene are still pertinent issues. There is a serious lack of latrine construction materials in Orukinga while the continued inflow of refugees into Nakivale and lack of a reception centre present formidable challenges to sanitation/hygiene services. The PHAST process will be fully implemented in Orukinga and commenced in Nakivale. Latrine coverage in both camps remains a big challenge and efforts in the production and distribution of latrine slabs and provision of tools will continue. Malaria is the leading killer in both camps and efforts to control mosquitoes through residual spraying and provision of mosquito nets were started with external support but on a very limited scale. It is necessary that these activities continue into 2003.

The current fleet of vehicles for SWRO is old with regular breakdowns and requires replacement, especially since the distances covered are now greater than before. The 2002 evaluation pointed to the fact that staff in the operation lack modest accommodation and recommended that the URCS provide tents and simple structures to allow a better working and living environment. Staff also require ongoing coaching and training to draw from the Federation's long experience in refugee work. So far there is measurable improvement towards achieving the recommendations of the management and financial audit conducted in 2001.

Overall Goal

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

Programme Objective

Efficient camp management and a sustainable solution to water supply are realised.

Expected Result

The National Society's efficient management of the project and the camps is ensured.

- Water and sanitation services for both camps are upgraded and receive long-term funding.
- Community services, education and income generating activities are efficiently conducted to strengthen the refugees' self-sufficiency.
- Sufficient funds for the SWRO within the Great Lakes contingency planning framework is raised by the National Society in cooperation with the Federation.
- Systematic training and coaching of SWRO staff on water and sanitation, PHAST and management of refugee operations is continued.
- Funds are mobilised and allocated to provide SWRO staff with adequate accommodation and transportation.
- Cooperation with UNHCR, PNS and other partner organisations is maintained and strengthened through regular consultations and joint programme monitoring visits.

2. Organisational Development W [*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

The Uganda Red Cross Society is demonstrating its commitment and capacity to achieve the characteristics of a well-functioning society. Its new strategic plan 2002-2006 provides guidance for organisational capacity building at the central level and within the National Society's 46 branches. Decentralisation of authority, resources and power, as well as upgrading the quality of staff performance are key for effective service delivery. Financial accounting systems at branch level need to be further developed and consolidated, and the completion of a financial procedures' manual in 2002 provides the basis for these measures. The recruitment of an internal auditor and a head of finance shows the commitment of the senior management to learn from several evaluations undertaken in 2001-2002 with the help of the Federation.

The National Society has developed volunteer management guidelines to ensure efficient leadership, protection and support for volunteers. The National Society's constitution has been reviewed, and training and self-evaluation of the Board on issues of good governance have been conducted. All the components of the Movement undertake joint efforts for capacity building of the National Society and to practically implement the Strategy for the Movement.

Overall Goal

Implementation of characteristics of a well-functioning national society has improved the URCS in the three key areas; foundation, capacity and performance.

Programme Objective

To consolidate the organisational and finance development processes of the Uganda Red Cross Society at national and branch level through continuing support to its new strategic plan and decentralisation process during 2003-2004.

Expected Result

The National Society's institutional capacity and its progress towards operating as a well-functioning National Society is enhanced through Secretariat support.

- Viable non-traditional financial resource development activities are planned, implemented and evaluated.
- Long-term corporate partnerships are developed to support the National Society's core programmes in Health and Disaster Preparedness/Response.
- The public relations function of Uganda Red Cross is strengthened to build a consistent image of the national society vis a vis the national public, donors and the government.
- 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/Response programme.
- Major support programmes (i.e., logistics, human resources and communication) are reviewed and new procedures on procurement put in place.
- The performance of local Boards is measurably improved through a series of training on good governance at district level.
- The management, protection and retention of volunteers at central and local level is visibly improved through the implementation of volunteer management guidelines and training package.
- The URCS contributes significantly to RC-NET's development on capacity building and knowledge sharing through an active coordination role, as well as for the resource mobilisation subcommittee.
- A data bank of URCS volunteers and membership is set up as a management tool at headquarters level.
- Bilateral programmes are well coordinated to complement and support organisational development activities within an on going Cooperation Agreement Strategy process.

- Follow-up on coaching and evaluation of the decentralisation process and strategic planning process enables the URCS to realise the recommendations for the same process.
- Human resource development, governance training, packages/standard manuals eg for Training of Trainers, are provided.

3. Health and Care W

Background and achievements/lessons to date

The Uganda Red Cross Society plays the main role in the provision of water supply, sanitation and personal hygiene in the refugee camps and some residential areas of Uganda. This has been made possible by bilateral support from several Participating National Societies over the last three to four years.

Other areas that the national society intends to address itself are low water and sanitation coverage in rural areas, long-term strategy development, better linkages with health, improved 'software' using the Participatory Hygiene and Sanitation Technology (PHAST) methodology, strengthening national level coordination, and project support while improving disaster response capacity in the water and sanitation sector.

Efforts to effectively make existing water supply technologies cheap and appropriate will be made especially in the refugee camps in order to encourage the involvement of more refugee populations, and to reduce operational and maintenance demands in personnel and funds. Results of geophysical surveys for ground water possibilities were found not to be feasible hence an alternative was sought. In this regard, rain water harvesting in Nakivale Refugee camp has been proposed as a cost effective way of supplying water and sanitation to supplement the water needs of the refugees. The rainwater system is envisaged to serve the dispersed populations currently estimated at 10,000, and requires a funding package of CHF 597,704 over a two-year period. The budget presented in this appeal caters for the first year of construction of the system.

Overall Goal

The general health of vulnerable communities is improved through sustainable provision of safe water and sanitation.

Programme Objective

Sustainable water and sanitation services are provided by supporting the intervention and partnership of the Uganda Red Cross Society with beneficiary communities and other stakeholders.

Expected Result

Additional National Society development and emergency response capacity is achieved.

- A long-term national society water and sanitation strategy is established and endorsed to allow for better integration with other programmes of the National Society, especially Organizational Development and Disaster Preparedness/Response.
- The adoption of PHAST methodology is effected countrywide to ensure community buy-in through initial involvement during project life cycle, resulting in sustainable projects.
- An efficient and effective national society water and sanitation team and its role is expanded and is able to deliver timely and quality programmes.
- The National Society takes a stronger lead in coordination of its water and sanitation partners.
- The National Society is well represented in the water and sanitation coordination bodies of the government/other agencies for improved and better interagency working relationships and resource sharing.
- Adequate resources are mobilised to meet the long-term vision of the water and sanitation project ensuring timely and adequate delivery of water supply and sanitation services to beneficiaries thus averting possible risks of water related diseases.

4. Federation Coordination W

Background and achievements/lessons to date

The Secretariat's Country Delegation in Uganda has undergone a number of structural adjustments and learning periods during the last years. The coordination of bilateral Participating National Societies' programmes in a new Cooperation Agreement Strategy process is a priority during the coming years, as well as the maintenance of good working relations with ICRC. The role of the Federation Representative is mainly one of coach and liaison between different internal and external stakeholders. Close dialogue with Participating National Societies supporting the Uganda Red Cross Society through the Federation or bilaterally needs to be well facilitated especially on programmes such as HIV/AIDS and Disaster Preparedness. The absorption capacity of the National Society needs to be constantly matched with new funding initiatives. An efficient division of responsibilities between regional and country delegates is essential to make optimal use of limited Federation resources.

Overall Goal

To build capacity and empower the Uganda Red Cross Society to achieve its mandate through better partnerships.

Programme Objective

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

Expected Result

Federation coordination and support mechanisms through an agreed CAS have increased the impact of Movement support to the National Society.

- An efficient consultation mechanism with bilateral and multilateral partners is established within the Cooperation Agreement Strategy process. External stakeholders such as the UN agencies (OCHA, UNHCR, WHO, UNICEF) are consulted in the process and are informed about the progress of the National Society in capacity building and programme delivery.
- Internal stakeholders like the Central Governing Board, the senior management team of URCS and volunteer representatives have participated actively in the Cooperation Agreement Strategy process.
- A comprehensive Cooperation Agreement Strategy document is produced in English and French and published after the next partnership meeting in Uganda in 2003.
- Customer satisfaction of the URCS, Partner National Societies, ICRC with the Federation coordination role is measurably improved.
- The Federation Representative and regional technical delegates provide ongoing coaching to the senior URCS 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.

5. International Representation W

Background and achievements/lessons to date

Based on the current status agreement, the Federation and the URCS maintain close dialogue with diplomatic missions, international and national donors, as well as the United Nations family. Direct funding of the National Society's emergency operations for 2002 was mobilised as a result of this dialogue. New initiatives for corporate partnerships with national and international commercial enterprises in Uganda require consolidation.

Overall 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.

Programme Objective

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

Expected Result

The International Federation is recognised as a competent partner among international and national NGOs operating in Uganda, the national government, diplomatic missions and domestic donors.

- The Federation's participation with the Uganda Red Cross Society in national contingency planning processes is effective and partners within the government, the UN family and international NGOs are informed of its contributions and experiences on a regular basis.
- Information exchange on humanitarian and security issues with diplomatic missions in Uganda is maintained by the Federation Representative.
- An active participation of the Uganda Red Cross Society in regional and international networks of the Red Cross and Red Crescent Movement is promoted and supported by the Regional Delegation.
- Strategic international initiatives of the Federation are systematically disseminated by the Uganda Red Cross Society to the Ugandan public, especially the HIV/AIDS anti-stigma campaign, ARCHI 2010 and the World Disasters Report.
- Cross-border exchanges and knowledge sharing of URCS with neighbouring national societies in its core programmes of Health, Organisational Development, Disaster Preparedness and Response is supported by the Federation Representative.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.12/2003

Name: Uganda

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	100,283	0	0	0	100,282
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	90,000	0	0	0	90,000
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	8,800	0	0	0	8,800
Other relief supplies	0	0	36,636	0	0	0	36,636
SUPPLIES	0	0	235,719	0	0	0	235,718
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	102,608	0	0	0	102,608
Computers & telecom	5,500	0	4,000	0	0	0	9,500
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	5,500	0	106,608	0	0	0	112,108
Warehouse & Distribution	600	0	20,500	0	0	0	21,100
Transport & Vehicules	9,400	0	192,436	0	0	0	201,835
TRANSPORT & STORAGE	10,000	0	212,936	0	0	0	222,935
Programme Support	12,301	0	52,890	0	0	0	65,190
PROGRAMME SUPPORT	12,301	0	52,890	0	0	0	65,190
Personnel-delegates	76,915	0	28,420	0	0	0	105,335
Personnel-national staff	14,262	0	131,058	0	0	0	145,320
Consultants	8,000	0	32,840	0	0	0	40,840
PERSONNEL	99,177	0	192,318	0	0	0	291,495
W/shops & Training	4,800	0	0	0	0	0	4,800
WORKSHOPS & TRAINING	4,800	0	0	0	0	0	4,800
Travel & related expenses	19,560	0	4,400	0	0	0	23,960
Information	3,338	0	416	0	0	0	3,754
Other General costs	34,568	0	8,400	0	0	0	42,968
GENERAL EXPENSES	57,466	0	13,216	0	0	0	70,682
TOTAL BUDGET:	189,244	0	813,687	0	0	0	1,002,930