This document details the IFRC’s support in areas agreed upon with the relevant National Society. The IFRC seeks resources to carry out this country/cluster plan listed here as funding requirements.
Uganda is the world’s second-most populous landlocked country after Ethiopia, with a population of over 41 million. The southern part of the country includes a substantial portion of Lake Victoria, that it shares with Kenya and Tanzania. The country also lies within the Nile basin, with a varied but generally modified equatorial climate. Flooding, landslides and disease outbreaks are the most common disasters in Uganda, causing a number of socio-economic challenges for citizens and refugees living in the country.

Regional instability is a critical risk for people in Uganda, particularly in South Sudan, the Democratic Republic of the Congo (DRC) and Kenya, where political unrest can result in conflict. A reliance on rain-fed agriculture means that people in Uganda often face a decline in income and export earnings, exacerbated by tensions in neighbouring countries, as well as a lack of food resources to feed their communities. The continued influx of refugees from South Sudan and DRC also places pressure on these resources.

As of January 2019, Uganda has the largest refugee operation in Africa, hosting some 1.4 million refugees. The vast majority of refugees, mainly from South Sudan and DRC, live in settlements alongside local communities. A small percentage of the refugee population also live in urban centres, mainly in Kampala. Despite border closures due to COVID-19, Uganda has continued to receive new arrivals in 2020.
ROLE OF THE NATIONAL SOCIETY

The Uganda Red Cross Society (URCS) was incorporated in 1964 and admitted as a member of the International Federation of the Red Cross (IFRC) in 1965. The National Society plays a critical role in disaster management as an auxiliary to the Government of Uganda’s capability, as indicated in the 2010 National Policy for Disaster Preparedness and Management. As a result, its roles and responsibilities are defined by law.

The National Society has over 360,000 registered members and volunteers working in 51 Branch Offices across the country, each covering at least 2 districts. Working with the government and internal and external partners, the National Society has increased the scope of its activities, serving more than one million beneficiaries in the last 5 years.

The National Society continues to enhance its preparedness and response capacity to address ongoing and new emergencies, but it requires a more strategic approach and strengthened internal processes to ensure effective planning, response and engagement with the communities it serves.
IFRC operations in Uganda are focused on supporting the National Society financially and technically in emergency operations, to strengthen its internal processes and to improve emergency response. In 2021, the IFRC intends to enhance its coordination, providing movement partners with the necessary leadership responsibilities.

The IFRC Operational Team in Uganda maintains effective cooperation with all movement partners, offering informal leadership and guidance through regular discussions. There is no Movement Cooperation framework in Uganda. The IFRC and partner National Societies work with the National Society in Uganda in bilateral arrangements. The IFRC is often consulted by partners to align individual messaging and coordination with the National Society.

The National Society is well-recognised in the country and often receives material and financial support from external organisations including United Nations agencies, private corporations and the government, primarily during emergencies and disasters. Its established role as an auxiliary to the Government allows the National Society to be part of, and engage in, national-level emergency and disaster planning and response.

### Movement coordination

<table>
<thead>
<tr>
<th>Name of Partner National Society</th>
<th>Climate</th>
<th>Crises</th>
<th>Health</th>
<th>Migration</th>
<th>Inclusion</th>
<th>Engaged</th>
<th>Accountable</th>
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<tr>
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</tbody>
</table>

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Uganda is often affected by natural disasters, primarily floods and landslides which have increased in frequency and impact in recent years. Climate change is a major factor in the rise of these crises and as a result, adaptation and mitigation have become crucial in supporting affected communities to prepare for disasters effectively. The National Society is supported by the IFRC and partners to strengthen its contingency planning, emergency preparedness and response, enhancing skills and knowledge of climate change to better serve vulnerable communities.

Tree planting will form part of the National Society’s activities to combat the effects of climate change, supported by the IFRC as part of the continent-wide tree planting and care initiative. These activities will target schools and public spaces used by youth groups and volunteers to increase food security, fodder production, income generation and climate change mitigation. This will be an ongoing initiative, aligned with 2030 targets including zero hunger and sustainable environments. The National Society will work closely with the Ministry of Environment to secure seedlings and technical expertise on the care and management of planted trees. The tree planting campaign will be coordinated with relevant ministries and organisations, including seeking partnerships with the private sector for sustained resource mobilisation.

The IFRC will also support the National Society to promote energy-saving cooking and lighting solutions, including wonder bags, energy-saving stoves and solar lighting solutions.

The IFRC will make special efforts to leverage the expertise of the Climate Centre, Livelihood Resource Centre, Climate Centre and partners to strengthen capacity in climate risk analysis, informing the design of anticipatory actions for risk reduction and livelihood protection.

### ACTIVITIES

- The IFRC will support the National Society to organise tree planting events with communities, schools and other local institutions
- The IFRC will support the National Society to raise staff, volunteer and community awareness on environmental conservation, Climate Change Adaptation, climate change adaptation and mitigation
- The IFRC will support the National Society to ensure that climate and environmental risks and mitigation measures are integrated into all DREF and appeal operations
- The IFRC will support the National Society to conduct environmental impact assessments for all long-term programmes
- The IFRC will support the National Society to adopt & monitor use of environmental safeguarding principles
- The IFRC will support the National Society to implement revised Sphere standards that mainstream sustainability
- The IFRC will support the National Society to establish a plan for waste management for emergency operations

Funding requirement in Swiss francs | People to be reached
---|---
1,000,000 | 300,000

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EVOLVING CRISES AND DISASTERS

Uganda is a disaster-prone country that experiences recurring crises every year, including floods, landslides and epidemics. Most recently, locust infestations have ravaged some parts of the country, and the COVID-19 pandemic has also had a significant impact on local communities.

The National Society has drafted a Disaster Preparedness and Response Strategy to help communities cope with these crises, using a multi-hazard approach to strengthen its capacity to deal with disasters. Operationally, the National Society aims to strengthen its district and branch level capacities and establish close collaboration and coordination with local and district authorities.

The main challenge will continue to be the National Society’s commitment to follow through on its strategy and plans, with the aim of enhancing its programme management capacities at all levels of the organisation.

**ACTIVITIES**

- The IFRC will support the National Society to implement a Preparedness for Effective Response Plan of Action.
- The IFRC will support the National Society to develop multi-hazard early warning mechanisms with at-risk communities.
- The IFRC will support the National Society to train communities on the use of early warning to reduce impact.
- Enhance cash transfer programming capacity.
- The IFRC will support the National Society to deliver contingency response stocks, including non-food item kits at strategic locations across the country close to disaster prone areas.
- The IFRC will support the National Society to train staff and volunteers in emergency needs assessments.
- The IFRC will support the National Society to procure smart phones for rapid data collection and analysis to improve disaster response planning.
GROWING GAPS IN HEALTH AND WELL-BEING

Uganda’s Health Sector Strategic Plan intends to deliver effective health and wellbeing to communities. However, the focus remains on curative medicine rather than improved public health to prevent disease. This is, in part, due to limited personnel and financial resources, but also due to the immediate effectiveness of drug therapies to cure disease as opposed to lifestyle changes that take far longer to implement. As a whole, healthcare policies in Uganda are flawed and often lack effective implementation, or they fail to achieve the intended results.

Healthcare services in Uganda are constrained by the depletion of the health workforce in both numbers and skills, a short supply of staff with specialist skills, a lack of investment in training and the poor recruitment and retention of staff. Staff deployment remains a challenge and the migration of health workers is on the rise. The demoralisation of staff due to work overload is common. A low health sector budget leaves many interventions unfulfilled or unattended to, resulting in major challenges to public health.

ACTIVITIES

- The IFRC will support the National Society to review, align and standardise health strategies with the Health Framework 2030
- The IFRC will support the National Society to sustain effective links with other countries to share best practices
- The IFRC will support the National Society to facilitate COVID-19 risk communication messaging across health systems and integrate with national partners and in the community and sessions on Mental Health and Psychosocial Support (MHPSS)
- The IFRC will support the National Society to develop a database of activities and monitor performance on immunisation services
- The IFRC will support the National Society to advocate for non-remunerated blood donations in the community
- The IFRC will support the National Society to facilitate health education on basic first aid, prolonged treatment regimes, infection prevention and control and referrals for access to diagnostics and medicines
- The IFRC will support the National Society to conduct trainings in Integrated Management of Newborn and Childhood Illness (IMNCI), antenatal care, immunisations during pregnancy, breastfeeding practices, referral pathways and nutritional screenings
- The IFRC will support the National Society to carry out monitoring support visits to countries implementing One WASH

Funding requirement in Swiss francs 3,500,000
People to be reached 500,000
Uganda hosts the highest number of refugees in Africa, with the majority fleeing to Uganda from South Sudan, DRC, Somalia, Burundi and Eritrea. In its January 2020 report, the UNHCR reported 1,394,678 refugees in the country. While many refugees seek asylum in Uganda until they can return to their home countries, many also use it as a transit country.

The majority of refugees are housed at various government-established resettlements, a long-term solution to the large caseload of Congolese refugees fleeing to Uganda since 2010. The main refugee settlements include Nakivale in Isingiro district, Kyangwali in Hoima and Kyaka II in Kyegegwa – all located in the western part of the country.

The IFRC supports the National Society to respond to the humanitarian needs of refugees through various Disaster Relief Emergency Funds (DREFs), appeals and long-term projects. In addition, the IFRC Population Movement Appeal was launched in 2018 to respond to the major influx of refugees from DRC.

**ACTIVITIES**

- The IFRC will support the National Society to engage local authorities and other stakeholders in ensuring protection of immigrants and internally displaced people.
- The IFRC will support the National Society to provide protection against gender-based violence and ensure victims of violence receive psychosocial support (PSS) and information on referral pathways.
- The IFRC will support the National Society to deliver skills capacity training for economical engagement to returnees and immigrants.
- The IFRC will support the National Society to organise training and workshops for National Society leadership, programme management and operational teams.
- The IFRC will support the National Society to develop tools and methodologies to support immigrants in all stages of an emergency response.

**People to be reached**

300,000

**Funding requirement in Swiss francs**

500,000

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1.4 million

number of refugees in Uganda
VALUES, POWER AND INCLUSION

Funding requirement in Swiss francs
300,000

People to be reached
500,000

ACTIVITIES

- The IFRC will support the National Society to develop humanitarian education programmes and train National Society staff on youth-led actions.
- The IFRC will support the National Society to explore financial support options for youth led actions and initiatives in promoting humanitarian values and fundamental principles.
- The IFRC will support the National Society to collect and analyse age, gender and disability disaggregated data as part of needs assessments and programme design.
- The IFRC will support the National Society to develop mechanisms of prevention and response to sexual and gender-based violence during emergency situations.
- The IFRC will support the National Society to provide PSS and referral pathways for survivors.
- The IFRC will support the National Society to ensure the people with disabilities and social needs are supported in emergencies and during programme delivery.
- The IFRC will support the National Society to train staff and volunteers on the protection of children against exploitation and put child protection policies in place.
- The IFRC will support the National Society to adopt and implement new gender and diversity policies.
- The IFRC will support the National Society to translate key information to minimise language barriers in communication with communities.
ENABLER 1
ENGAGED WITH RENEWED INFLUENCE, INNOVATIVE AND DIGITALLY TRANSFORMED WITH GREATER EMPHASIS ON NATIONAL SOCIETY DEVELOPMENT

The IFRC will support the National Society in Uganda to strengthen its engagement with partners within and outside the network, working collectively on the key challenges facing the communities it serves.

The National Society will foster strong operational coordination with its movement partners, improving transparency and accountability in relation to technical and financial support. It will also strengthen its capacity by networking with regional and global resource centres to deliver activities and training in volunteering, PSS, gender and inclusion, community education and first aid.

The IFRC will support the National Society to substantially widen its involvement in, and leadership of, coalitions at national and local levels, defining its auxiliary status with the local government. Additionally, the National Society will establish a Branch Development Framework, positioning its branches as centres of resilience within communities.

With collaboration and support from the IFRC, the National Society will increase its impact in Uganda, gain public trust and strengthen its understanding of the role it plays within communities. The IFRC will support the National Society with opportunities for training and peer support, particularly in data literacy and strategy development. Knowledge sharing and peer learning will be encouraged among movement partners.

The National Society will integrate development research into its programmes and activities to build knowledge and resources for reference and learning.

As part of its digital transformation, the IFRC will support the National Society to develop, equip and connect its offices enabling effective communication, collaboration and coordination, between staff, volunteers, communities and partner organisations.

**ACTIVITIES**

• The IFRC will support the National Society to establish Branch Development Framework
• The IFRC will support the National Society to integrate communications strategy into annual plan
• The IFRC will support the National Society to develop and install ICT and other digital facilities for National Society staff and volunteers
ENABLER 2
ACCOUNTABLE WITH AN AGILE MANAGEMENT AND A RENEWED FINANCING MODEL WITH GREATER EMPHASIS ON NATIONAL SOCIETY DEVELOPMENT

Funding requirement in Swiss francs
700,000

The IFRC will support the National Society to strengthen financial management systems, and expand the use of the Navision ERP system in branch offices. Training will be provided to staff and volunteers to ensure compliance and full cost recovery with the support of the IFRC.

The National Society will deliver risk management systems and activities building its own contextual security risk register and mitigation measures to help reduce prevailing risk factors. Compliance systems and internal audit functions will be strengthened through staff training, development and robust governance on fraud and corruption prevention. Action will also be taken to address cases of sexual harassment, exploitation and abuse.

The IFRC will support the National Society to increase financial resources to fund vital programmes and activities, ensuring that it develops multi-year, sustainable partnerships with stakeholders and partners. Additionally, the National Society will develop its own digital fundraising initiatives and partake in similar movement-coordinated initiatives.

ACTIVITIES
• The IFRC will support the National Society to expand the use of the Navision ERP system in branch offices
• The IFRC will support the National Society to map and diversify partnerships with internal and external organisations for enhanced financing approach
• The IFRC will support the National Society to submit applications for National Society Development (NSD) funding
ENABLER 3
TRUSTED BY COMMUNITIES, OWNED AND VALUED BY THE MEMBERSHIP WITH GREATER EMPHASIS ON NATIONAL SOCIETY DEVELOPMENT

Funding requirement in Swiss francs
255,000

The IFRC supports the National Society in Uganda to become the trusted partner of choice for local humanitarian action, with the capabilities to act in the global network. To achieve this, the National Society will assess its developmental needs and develop strategic plans to better address its sustainability as an organisation, including diversifying its volunteer and membership bases.

The National Society will carry out assessments of its operations and branches to inform new branch development plans. Volunteer management systems will also be enhanced and strengthened.

The National Society will develop guidelines, tools and mechanisms to prevent, manage and address integrity and reputational risks, including fraud and corruption, sexual exploitation and abuse, discrimination and harassment. Child safeguarding will also be a critical focus.

The National Society will institutionalise the role of security management within its systems, paying particular attention to volatile and high-tension environments where this service is most needed.

The IFRC prioritises volunteering development and youth action as critical catalysts of behavioural change and local action. As such, it will support the National Society to develop a youth structure and activities, aimed at encouraging young people to contribute to its work through decision-making and innovation. Young people from varied backgrounds and abilities will be supported to take part.

The National Society will ensure that its volunteer base reflects the diversity of the communities it serves, paying attention to gender, local languages and cultures and marginalised groups. It will also strengthen mechanisms to protect volunteers, promoting psychosocial wellbeing and providing greater support to those killed or injured in the line of duty, and their families.

ACTIVITIES

• The IFRC will support the National Society to carry out assessments of operations and branches and develop branch development plans
• The IFRC will support the National Society to recruit volunteers intentionally to reflect the diverse membership of the beneficiary community
• The IFRC will support the National Society to support young people to participate in the 2021 Pan African Conference and General Assembly (IFRC Youth Forums)
• The IFRC will support the National Society to enhance collaboration with Regional AGG networks for peer support to its governance
• The IFRC will support the National Society to mainstream Community Engagement and Accountability (CEA) in new and existing strategies, plans, guidelines, policies and toolkits
The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

Contact Information

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