

UGANDA

2023 IFRC network country plan

Funding Requirement **CHF 15.5M**

Appeal number **MAAUG002**

In support of the Uganda Red Cross Society



51

National Society branches



201

National Society staff



2,980

National Society volunteers

People to be reached



110,000

Ongoing emergency operations



700,000

Climate and environment



900,000

Disasters and crises



1M

Health and wellbeing



500,000

Migration and displacement



550,000

Values, power and inclusion

IFRC network multiyear focus

Emergency response

- Disease outbreak • Population movement

Longer term needs

- Disaster risk management
- Protracted displacement
- Epidemic preparedness and response
- Climate change adaptation

Capacity development

- Branch development • Volunteer management
- Internal system strengthening
- Digital transformation

Key country data

Population **47.1M**

INFORM Severity rating **high**

Long-term Climate Risk Index **66**

Human Development Index rank **166**

Population below poverty level **20.3%**

Hazards



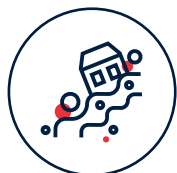
Disease outbreaks



Population movement



Floods



Landslides

Funding requirements

Total 15.5M CHF

Through the IFRC

6.7M CHF

Through Participating National Societies

3.5M CHF

Host National Society

5.3M CHF

IFRC Breakdown

1.5M CHF

Ongoing emergency operations

Longer term needs

458,000 CHF

Climate and environment

1.2M CHF

Disasters and crises

1.4M CHF

Health and wellbeing

538,000 CHF

Migration and displacement

307,000 CHF

Values, power and inclusion

1.4M CHF

Enabling local actors

Ongoing emergencies

MDRUG047

Uganda – Ebola Virus
Disease Outbreak
Epidemic

MDRUG045

Uganda – Population
movement from the DRC
Population movement

Participating National Societies

Austrian Red Cross

Belgian Red Cross

The Canadian Red Cross Society*

Red Cross Society of China*

German Red Cross

Japanese Red Cross Society*

Red Cross of Monaco*

The Netherlands Red Cross



NATIONAL SOCIETY PROFILE

The Uganda Red Cross Society began as a sub-branch of the British Red Cross in 1939 and was officially recognized through the Red Cross Act in 1964. It was admitted to the International Federation of Red Cross and Red Crescent Societies (IFRC) in 1965. The National Society's auxiliary role to public authorities is enshrined in the National Policy for Disaster Preparedness and Management of 2010. The National Society has more than 360,000 registered members and volunteers working through 51 branch offices across the country, and each of the branches covers at least two districts.

The scope of the National Society's activities has significantly increased over time, and it has served more than one million people in the last five years. It is the largest national humanitarian actor in Uganda. It works with the Government of Uganda, and partners with members of the International Red Cross and Red Crescent Movement, private and civil society organizations, including corporate entities, United Nations agencies, and non-governmental organizations..

The Uganda Red Cross has clearly defined governance and management structures at national and branch levels. Departments cover its main programmatic areas of disaster risk management, and health and social services, as well as organizational development. It has various support units for planning, monitoring, evaluation and reporting, finance and accounts, supply chain management, internal audit, human resources and administration, including IT, public relations and resource mobilization. The National Society faced some institutional challenges a decade ago and, while it grew into a credible humanitarian actor and partner, it is still

adjusting its internal institutional systems and structures to recover from the crisis. The National Society's Strategic Plan 2021–2025 is entitled From Recovery to Sustainable Development, and focuses on four main objectives:

- To be a well-functioning and responsive National Society
- To build sustainable volunteer, membership and branch structures
- To create sustainable partnerships and adequate resources for core services and institutional sustainability
- To improve the resilience and well-being of communities

The strategic plan provides a platform for implementing the international development agenda in Uganda – including sustainable development goals – along with other priorities of the National Society. The strategic plan also aligns with the national development frameworks.

The National Society continues to enhance its preparedness and response capacity to respond to ongoing and new emergencies. Its focus remains on responding to all types of emergencies, epidemics and disasters in Uganda, the most recent being COVID-19 and the Ebola outbreak. It seeks to develop a more strategic and planned approach to ensure effective planning and engagement with communities, followed up by a well-designed response supported by enhanced internal systems and processes.

IFRC NETWORK ACTION IN 2023

Joint situational analysis

Uganda is a landlocked country in East Africa bordering Kenya, South Sudan, the DRC, Rwanda and Tanzania. The southern part of the country includes a substantial portion of Lake Victoria, which is shared with Kenya and Tanzania. Uganda lies within the Nile basin in the African Great Lakes region, and it has a varied equatorial climate. Uganda is a presidential republic with a democratic multi-party parliamentary system and equal rights for all adult citizens. The country's north and northeast have been affected by inter-communal

violence and more than 20 years of fighting between the Lord's Resistance Army and Ugandan Government forces, and under-development is more prominent in these regions than in the rest of the country.

Uganda is exposed to a range of natural hazards aggravated by climate change, and recurring disasters and disease outbreaks present significant threats to the population. Uganda also hosts more than 1.5 million refugees, mostly from neighbouring South Sudan and the DRC.

Uganda's total population in the last census of 2014 was 34.6 million (48.8 per cent male and 51.2 per cent female). Young people aged 18 to 30 years old accounted for 22.5 per cent of the total population. Due to a projected growth rate of more than three per cent, the population was expected to be 43.7 million by mid-2022, with 11.4 million living in urban areas. The growing population is likely to put further strain on the availability of arable land and natural resources, overwhelming the country's limited means for providing food, employment, education, health care, housing and basic services. A child who starts school at the age of four is expected to complete just 6.8 years of school by their 18th birthday, compared with the sub-Saharan average of 8.3 years – although only 4.3 years are spent learning and the remaining 2.5 years are considered to have been wasted due to the poor quality of education in Uganda.

There has been a shift in government spending from the social sector to production infrastructure, and this threatens to reverse some of the progress that has

been made in social indicators. This spending priority is evident in the current national development plan.

The Ugandan economy grew by 4.6 per cent during the 2022 financial year. This was faster than anticipated due to an increase in activity after the economy reopened in January 2022. On the supply side, services and industry were the main drivers of economic growth, while private investment and consumption drove demand towards pre-COVID-19 pandemic levels. Optimistic projections for higher growth rates in the medium term are balanced by concerns over pressures caused by COVID-19, the crisis in Ukraine, the pace of food price inflation, and any environmental shocks that adversely affect households that have limited capacity to adapt.

Rising commodity prices and the overall increase in the cost of living pose new risks to livelihoods that had just begun recovering from the effects of the COVID-19 pandemic. These and other shocks are threatening to stall Uganda's socio-economic transformation and increase the likelihood of people falling deeper into poverty.

Ongoing emergency response

For real-time information on emergencies, see IFRC GO page [Uganda](#)

Appeal number: **MDRUG047 Uganda – Ebola Virus Disease Outbreak**

- Appeal launched: 28 September 2022
- Appeal ends: 30 September 2023
- People [affected/at risk]: 4.5 million
- People to be assisted: 2.7 million

Short description of the emergency

The Ministry of Health announced a positive case of the Ebola virus disease, in a statement issued on 20 September 2022, showing an outbreak of the Sudan strain in the district of Mubende, 130km west of Uganda's capital, Kampala. The Ebola virus, a Filoviridae disease, has multiple strains, of which the Zaire and Sudan strains are the most common. The Sudan strain is a severe, often fatal illness. Before the September announcement, seven outbreaks of it had been reported – four in Uganda (the last one in 2012) and three in Sudan – and it is estimated that the fatality ratio ranged from 41 to 100 per cent in past outbreaks.

The first confirmed patient died on 19 September, and a safe and dignified burial was conducted. Through the contact tracing efforts of the Ministry of Health and its partners, more suspected cases were identified and laboratory tested, and 31 cases had been confirmed by 28 September. The case fatality rate at the end of September was 48 per cent.

The Ugandan authorities and partners are facing challenges in understanding the depth of the outbreak and containing the spread of the virus. The main challenge so far has been a reluctance in communities to accept the recommendations and guidance provided by health practitioners and social mobilizers, and a perception that the disease presents a low level of risk. Misinformation, mistrust and conspiracy theories have spread quickly across the affected districts, and in some instances, there have been outbreaks of violence. Some people are afraid of going to treatment centres and fear that health care workers have been exposed to the virus. Other challenges relate to inadequate staffing, insufficient infection prevention and control at health facilities and Ebola treatment units, and a lack of isolation units and capacity to conduct safe and dignified burials.

The National Society is a main partner to Uganda's Ministry of Health in response to epidemics, including Ebola. In this emergency response, the Ministry of Health has asked the National Society to provide support with contact tracing, community-based surveillance, risk communication and community engagement, running additional ambulance services, and conducting safe and dignified burials. Communities are key to ending the Ebola outbreak – only with their engagement and active participation can the outbreak be brought under control. The National Society has the technical expertise and a network of volunteers in communities that can make a difference in stopping the spread of the outbreak and saving numerous lives.

The initial timeframe of this operation has been set at 12 months, and this will be adjusted according to the duration of the outbreak and the recovery from its impacts.

Short description of the emergency operational strategy

The IFRC has launched an Emergency Appeal that aims to increase activities that are already being carried out by the Uganda Red Cross in response to the outbreak. The National Society will target a total of 2.7 million people in two ways:

- By strengthening the response capacity in the districts that have confirmed positive cases – initially the Mubende, Kyegegwa and Kasanda districts – and this may expand into newly affected areas
- By scaling up readiness in the most at-risk districts by mobilizing stocks and training volunteers in the National Society's core intervention sectors

The strategy of the National Society's response will be to contribute to safe and dignified burials, community-based surveillance and contact tracing, health promotion (encompassing risk communication and community engagement), psychosocial support, and transferring suspected cases with the National Society's ambulance service. The prevention of sexual abuse and exploitation, gender protection and inclusion, a duty of care, and the security of staff and volunteers will also be core components of the response. The National Society is placing an emphasis on communities to steer activities and find appropriate solutions to overcome the outbreak.

There is a risk of Ebola spreading to neighbouring countries, so the Uganda Red Cross and the IFRC will establish regular cross-border communications, information

sharing and support, to enable neighbouring National Societies to conduct effective readiness activities and scale up their responses if necessary. Furthermore, the Uganda Red Cross will benefit from the IFRC membership's extensive experience and lessons learned from other Ebola responses, such as in the DRC.

Areas of emergency response by sector

Health and care (including water, sanitation and hygiene, mental health and psychosocial support/ community health)

The Uganda Red Cross Society will mobilize its volunteers to support the early detection of new cases through active case identification, community-based surveillance and support with contact tracing. The National Society will offer ambulatory pre-hospital care and be ready to support the Government with safe and dignified burials and direct psychosocial interventions for people affected. The National Society will engage people in the affected districts with health promotion activities, including risk communication and community engagement, together with collecting, analyzing and responding to community feedback. Community acceptance is a fundamental requirement to halting the spread of the disease, so the National Society will deepen its understanding of communities and work closely with them to respond to their needs.

Protection and prevention (including protection, gender and inclusion, community engagement and accountability, migration, environmental sustainability, risk reduction, climate adaptation and recovery, and education)

The National Society aims to support the most vulnerable people during the Ebola outbreak, and it will ensure that groups who are most exposed or at risk are offered continuous support. Furthermore, it will focus on the prevention of sexual exploitation and abuse and ensure that staff and volunteers strictly adhere to other protection, gender and inclusion considerations. The IFRC will support the National Society to develop robust duty of care policies, safeguarding the health and well-being of staff and volunteers, while establishing systems that allow communities to voice their understanding of the issues and provide timely and regular feedback on how the National Society is delivering services. This will help to build trust and community-led solutions. During the needs assessment process, data will be disaggregated by sex, age and disability, collected and analyzed to better inform the emergency response.

Ongoing emergency response

For real-time information on emergencies, see IFRC GO page [Uganda](#)

Appeal number: **MDRUG045 Uganda – Population Movement from the Democratic Republic of the Congo (DRC)**

- Appeal launched: 27 June 2022
- Appeal ends: 23 June 2023
- People affected: more than 100,000 people – refugees and host communities
- People to be assisted: 100,000 people

Short description of the emergency

The conflict in the North Kivu and Ituri provinces in the eastern part of the DRC has intensified since late March 2022, triggering the large-scale displacement of refugees into Uganda. People cross into Uganda through three border points at Kisoro, Bundibugyo and Kasese, mostly in the Kasoro and Bundibugyo districts. Families have been forced to flee with limited or no possessions, and have been camping on the streets, in schools and markets, and out in the open in the border towns of Bundibugyo and Bunagana. There are established hosting and transit centres in the three districts, designed to accommodate refugees for a few days before relocating them to settlement centres. However, four months into the emergency, thousands of refugees were still in the hosting and transit centres. In particular, the Nyakabande transit centre in Kisoro district is more than 65 per cent overpopulated – its initial capacity was 30,000, but there were 46,173 people there by September 2022. The Bubukwanga transit centre in Bundibugyo district was also hosting 1,316 people (449 households).

Efforts by the Office of the Prime Minister and the National Society to arrange for refugees camping near the borders to be moved to transit centres and relocated to the Nakivale settlement have not been successful. Host communities continue to compete with refugees for limited essential and social services like water, health, food and sanitation. The refugees want to camp near

the border so that they can return to the DRC whenever possible, to check on their homes and farms and pick food. This creates both security and health risks, in view of the ongoing Ebola outbreak in Uganda and the prevalence of COVID-19 and other diseases affecting the area.

Families fleeing violence in the DRC are arriving in Uganda traumatized and without possessions, in the hope of reaching safety. This rapid and large-scale influx of refugees has put tremendous pressure on the basic social services in the settlements where refugees are hosted, and this has an impact on education, food, shelter, health and nutrition centres, and water, sanitation and hygiene infrastructures.

Short description of the emergency operational strategy

The IFRC initially launched a Disaster Relief Emergency Fund (DREF) of CHF409,293 on 13 April 2022, to provide the Uganda Red Cross with the resources to support the refugees. The continued influx led to the IFRC launching an Emergency Appeal in June, to scale up the National Society's activities and respond to the growing caseload of refugees and their urgent humanitarian needs.

The National Society aims to meet the basic needs of 100,000 refugees in the districts of Kisoro, Kasese, Bundibugyo and Isingiro through an integrated approach, including shelter, livelihoods, cash, health, and water, sanitation and hygiene services in the holding centres, transit centres and host communities. It is promoting health and hygiene awareness messages about cholera and COVID-19, which is currently on the rise in Kisoro, to refugees and host communities. The National Society is integrating prevention messages to reduce the risks of disease outbreaks in communities, and this is especially important in the rainy season. The response to the Ebola outbreak in Uganda is also relevant in the context of population movement.

The sustainability of the National Society's support to people crossing from the DRC is being considered as part of this country plan, following the first 12 months of the IFRC's Emergency Appeal.

Strategic priorities

Climate and environment

Climate change is increasing the intensity and frequency of the natural hazards that Uganda is regularly exposed to. Extreme weather events that lead to flooding, mudslides, landslides and droughts have increased over the last 30 years. The increased intensity of heavy rainfall in particular has led to flooding, which has a significant impact on communities.

Uganda's vulnerability to climate change is exacerbated by its high level of poverty and its high dependence on the climate-sensitive sectors of agriculture, water, fisheries, tourism and forestry. Other stressors, such as inadequate infrastructure for handling a growing population, also increase the country's vulnerability to natural hazards and climate change. With an urbanization rate of 5.4 per cent, more and more people are living in urban areas, and this puts pressure on existing infrastructure and land – a diminishing natural resource. Economic efforts and the development of industry has put additional pressure on the exploitation of forests, lake fisheries, inner-city development and agriculture lands. This has contributed to deforestation, overfishing, the degradation of agricultural areas and forest environments, as well as pollution and the unsustainable use of water resources.

Uganda's climate change adaption and resilience efforts are hindered by widespread poverty, land degradation, the rapid and unplanned urbanization that has been happening since the 1960s, weak enforcement of building codes and zoning regulations, and a lack of coordinated disaster response strategies.

Uganda's deforestation rate is of high concern. In the year 2000, 7.76 million hectares (32 per cent) of Uganda's land was covered in trees, and by 2010, the country had 6.93 million hectares of tree cover left (29 per cent). By 2020, Uganda had lost 23 per cent of its tree cover over a 20-year period. In 2021 alone, 49,000 hectares of tree cover were lost – releasing approximately 25.1Mt of CO₂ emissions into the atmosphere ([Global Forest Watch Uganda](#)). In Northern Uganda, much of the forest has been cleared for charcoal production, degrading wildlife habitats and creating hardships for local farmers.

The Government's National Greening Campaign was launched in 2019. It aims to plant 500 million trees over a period of five years, through the establishment of fuel wood plantations in schools and the restoration

of degraded forest landscapes. The campaign engages local leaders and school administrations to support students with planting trees, protecting forests and caring for the environment.

Main actions and areas of support

The Uganda Red Cross Society's Strategic Plan 2021–2025 proposes interventions geared towards the protection of the environment and the sustainable use of natural resources.

The National Society is part of the IFRC's [Global Climate Resilience Programme](#), which aims to foster an unprecedented scale-up in locally led climate-smart disaster risk reduction and adaptation efforts to prevent and reduce climate-related disaster impacts, and build community-level climate resilience. The programme aims to support 500million people in 100 of the most climate-vulnerable countries, focusing on the least supported and marginalized communities. This holistic, multi-year programmatic approach consists of four operational pillars: (1) scaling up climate-smart disaster risk reduction and anticipatory action and preparedness; (2) reducing the public health impacts of climate change; (3) addressing climate displacement; (4) enabling climate-resilient livelihoods and ecosystem services.

The National Society supports the Ministry of Water and Environment in its commitment to avoiding, minimizing and mitigating any adverse environmental and social impacts associated with its projects, while adopting a gender-sensitive and gender-equitable approach. This entails the supply, planting and maintenance of tree seedlings and bamboo for river and stream banks, and the protection of other fragile landscapes. This commitment is linked to the IFRC's pan-African Tree Planting and Care Initiative.

The National Society plans to carry out the following activities in 2023, with support from the IFRC and network partners:

- Support staff and volunteers to undertake risk mapping and profiling, and vulnerability, impact and capacity assessments based on available climate information and analysis to support disaster risk-informed planning and implementation
- Establish volunteer and community climate groups to champion climate action at the local level

- Develop joint planning to address the rising and evolving climate risks based on risk mapping, prioritization, vulnerability and capacity assessments
- Engage communities and volunteers in multi-stakeholder platforms to help address evolving climate risks
- Organize thematic training sessions for National Society staff on the causes and challenges of climate change in the context of health and humanitarian work
- Set up and manage a community feedback mechanism to listen to and act upon community questions, concerns, fears and rumours about climate change
- Conduct surveys to understand how communities perceive and are affected by climate change, and use the information to adapt programmes
- Support communities to develop community action plans to implement localized climate mitigation activities
- Promote environmentally sustainable, energy-saving practices in communities, by working with communities and Ministry of Environment staff at the district level
- Identify, avoid, reduce and mitigate any adverse effects on the environment that result from humanitarian responses and long-term programmes
- Mainstream the green response into all National Society systems and practices by:
 - Ensuring that climate and environmental risks and mitigation measures are integrated into all IFRC DREF and Emergency Appeal operations
 - Conducting environmental impact assessments for all long-term programmes
 - Adopting and monitoring the use of environmental safeguarding principles
 - Establishing and implementing a plan for waste management for emergency operations
- Participate in the development and review of national policies on environment conservation and climate change, and support the implementation of the recently adopted climate change law

Planned IFRC network support

The Austrian Red Cross will support and promote innovative ways to increase environmentally sustainable solutions, such as the provision of safe water and sanitation as well as wastewater treatment.

The IFRC will support the Uganda Red Cross by:

- Training staff and volunteers in risk mapping and risk profiling, vulnerability, impact and capacity assessments, based on available climate information and analysis to support disaster risk-informed planning and implementation
- Facilitating thematic training sessions for National Society staff on the causes and challenges of climate change in the context of health and humanitarian work
- Enabling the National Society to employ environmentally friendly approaches in its operations
- Supporting the National Society in its tree-planting initiatives

Disasters and crises

Uganda has a very high risk of disasters on the INFORM Risk Index, scoring high on the dimensions of hazard and exposure, vulnerability and a lack of coping capacity. Over the last two decades, an average of 200,000 people in Uganda have been affected each year by disasters.

Uganda's national policy for disaster preparedness and management identifies the following risk factors:

- Displacement because of civil strife and natural disasters
- Famine due to droughts
- Transport accidents
- Earthquakes
- Epidemics
- Flooding
- Landslides
- Environmental degradation
- Technological accidents
- Crop pest infestations
- Livestock and wildlife disease epidemics

Flooding, landslides and epidemics are the three most frequently recurring disasters that affect the country.

In recent years, flooding disasters in Uganda have become more frequent, particularly in the low-lying and built-up urban areas in the eastern and southwestern regions. Areas near Lake Victoria, Lake Kyoga and Lake Albert have also been affected by flash floods due to rising water levels. In addition to incidents of drowning,

floods destroy public health facilities such as water sources and sanitation facilities. Floods also trigger outbreaks of water-borne diseases and malaria, increasing communities' vulnerability to health hazards, and cause physical damage by submerging or washing away buildings, infrastructure, crops and animals.

June, July and August are generally the wettest months in Uganda. On 30 July 2022, there were 10 hours of continuous heavy rains in the Elgon region of eastern Uganda, causing [floods](#) in the districts of Mbale, Kapchorwa, Bulambuli, Bukedea and Butaleja Sironko, and landslides in Bududa. The flooding led to the loss of 21 lives in [Mbale](#) and three lives in Kapchorwa districts, and animals were lost too. It left a trail of destruction to homesteads, schools, government and social institutions, damaged vehicles, and led to the displacement of thousands of people from their homes. Displaced populations found refuge either with host families in safe neighbourhood zones, or in temporary camps set up in nearby primary schools. The flood water cut off bridges and filled roads with debris, which impeded the delivery of humanitarian assistance and search and rescue operations. Four health centres became submerged, while those remaining became inaccessible, and many people had to travel long distances to access health care.

The most drought-prone areas in Uganda are the districts along the cattle corridor that runs from western and central Uganda to the mid-northern and eastern regions. In extreme cases, particularly in the Karamoja region, the frequent failure of the rainy season leads to starvation. Severe droughts cause the death of people and livestock, they lower the water table, diminish water levels in the major lakes and lead to crop failure. According to the World Bank, environmental degradation, underdeveloped irrigation systems and the near absence of disaster preparedness at the community level are contributing factors to the increasing drought risk in Uganda.

Households whose crop production was lower than average in the second season harvest of 2021, especially in greater northern Uganda, now have low food stocks and are relying on market purchases earlier in the year than usual. This creates hardship because food and non-food commodities are going up in price. These households are also likely to have earned below-average incomes from labour opportunities and crop sales, and their coping capacities have been eroded by two consecutive seasons of below-average production. They are unable to meet all their essential non-food needs, including enough seeds for the coming season. Most

refugees are likely to continue to rely on humanitarian food assistance rations.

Main actions and areas of support

The Uganda Red Cross Society, in line with its auxiliary role, has been consistently responding to the many disasters affecting the country, while supporting populations in situations of protracted crises. The National Society has also done significant work in communities, including refugees and host communities, to strengthen disaster risk reduction.

The National Society continually invests in its preparedness and readiness capacity. The IFRC and network partners have been supporting it with strengthening its contingency planning, emergency preparedness and response through several donor-supported operations and long-term projects. The Uganda Red Cross is part of the IFRC's Pan-Africa Zero Hunger Initiative, which undertakes a holistic approach to food security, associating rapid support for food and nutrition security and livelihoods with a long-term strategy, working towards zero hunger and more sustainable development.

The National Society strives to ensure that people affected by crises and disasters have their needs met through access to assistance and support that is timely, adequate and flexible. It aims to ensure that communities take action to increase their resilience to evolving and multiple crises. It also aims to respond effectively to the wide spectrum of evolving crises and disasters, have a well-defined and respected auxiliary role in disaster risk management, and expand its leadership in the field of disaster law.

The National Society has planned the following activities for 2023, with support from the IFRC and network partners:

Ensuring that at-risk communities share and receive actionable risk information and are supported to take active steps to reduce their vulnerability and exposure to hazards by:

- Sharing life-saving information with communities through trusted and accessible channels of communication
- Establishing community-based disaster management committees, supporting them with hazard identification and mapping, and facilitating simulations
- Establishing community-based early warning systems

- Expanding collaboration with community-based organizations for risk identification, mapping, vulnerability, impact and capacity assessments, and mitigation
- Linking at-risk individuals to relevant stakeholders to address prioritized risks and evolving risks
- Assisting programmes (that serve people who are at risk) to develop robust plans for disasters and the continuity of operations
- Strengthening and promoting access to information about climate risk and mitigation, by establishing community-based resource centres with support from stakeholders
- Establishing approaches to collect and act upon community feedback concerning risks and hazards

Supporting communities as they prepare for timely and effective mitigation, response and recovery to crises and disasters, including early action, by:

- Developing multi-hazard district contingency plans for other disaster-prone districts, including cash and voucher assistance in contingency plans
- Developing multi-hazard early warning early action mechanisms with communities at risk, under the [Alert Hub](#) programme
- Strengthening the coordination mechanisms between branch-level disaster risk reduction focal points and community-based action teams
- Conducting urban profiling for a better response to humanitarian crises
- Engaging communities and other stakeholders in the development of the drought Early Action Protocol
- Simulating the Early Action Protocol for floods and drought as part of preparedness activities
- Engaging in forecast-based financing related events at the local, national and regional levels for continued awareness-raising and advocacy

Meeting the needs of people affected by crises and disasters through access to assistance and support that is timely, adequate and flexible, and strengthens their agency through:

- Continued investment in, and development of, systems and tools that will ensure the delivery of cash and voucher assistance at speed and scale

- Providing cash grants to the most vulnerable selected households for multi-sectoral activities, especially food security, livelihoods and nutrition
- A strengthened approach to food security and livelihoods through cash modalities as safety nets, including planning multiple cash and voucher assistance instalments according to the seasonal calendar, skills training, and links to social protection systems

Ensuring the National Society is prepared to respond to crises and disasters and is a partner of choice by:

- Updating its existing [Preparedness for Effective Response](#) (PER) plan of action, focusing on strengthening the National Society's support services (logistics, planning, monitoring, evaluation, reporting, administration, IT, human resources and finance) and continuing to support its implementation
- Putting in place volunteer insurance cover to ensure duty of care
- Establishing a volunteer management system
- Pre-positioning contingency response stocks, including non-food items, at strategic locations across the country close to disaster-prone areas
- Promoting duty of care responsibilities by putting in place a volunteer insurance framework
- Strengthening the capacity of the National Society's emergency operations centre, with equipment and clear standard operating procedures and guidelines
- Strengthening and facilitating peer-to-peer support and collaboration with other National Societies in the region through active participation in the existing IFRC Africa Disaster Management platform
- Strengthening community engagement and accountability implementation and approaches, focusing on assessments to determine the needs of affected populations during disasters, incorporating community engagement and accountability, and protection, gender and inclusion, in all disaster responses
- Increasing the visibility of the National Society's emergency management activities in traditional and social media
- Supporting the development of the national Disaster Risk Management Bill

Planned IFRC network support

The Netherlands Red Cross (through projects funded by the European Civil Protection and Humanitarian Aid Operations of the European Commission (ECHO)) will assist the National Society with supporting districts as they develop or revise their district contingency plans. It will also work on pre-positioning contingency response stocks, including non-food items, at strategic locations across the country, close to disaster-prone areas.

The Austrian Red Cross (through ECHO-funded projects) will support the National Society with pre-positioning adequate water, sanitation and hygiene items, and building its capacity to respond in a timely manner. The Austrian Red Cross will also support the National Society with building its capacity to respond, jointly if necessary, and coordinate with other National Societies in the region, especially in the water, sanitation and hygiene sector.

The IFRC will:

- Facilitate periodic early warning early action capacity enhancement sessions for the National Society
- Link the National Society's early warning early action focal point to relevant national, regional and global technical working groups
- Train National Society staff on cash and voucher assistance
- Facilitate the installation of software that supports cash and voucher assistance programming
- Develop integrated interventions that support basic needs, prevent asset depletion, protect livelihoods and help them recover and get stronger – as part of the IFRC's Pan-African Zero Hunger Initiative
- Support and coordinate learning and documentation for enhanced programming in line with Zero Hunger goals and outcomes
- Support the National Society with developing, reviewing and accessing DREF and Emergency Appeal resources
- Conduct Preparedness for Effective Response (PER) training for National Society staff
- Support the National Society with establishing a volunteer management system
- Facilitate better visibility of the National Society, by promoting its operations on the IFRC website and social media platforms

- Ensure the National Society takes up an active role in the development of the national disaster risk management bill

Health and wellbeing

The Ministry of Health in Uganda keeps track of the country's main health indicators, and has established a [roadmap towards Universal Health Coverage in Uganda 2020/21 to 2029/30](#). The ratio of physicians to population is reported to be 0.1:100,000. In terms of disease burden, HIV/AIDS prevalence stands at 6.2 per cent (4.7 and 7.6 per cent males and females respectively) and malaria prevalence is 19 per cent among other diseases. Currently, all the districts in Uganda have a hospital or a level four primary care facility, and about 86 per cent of the population lives within 5km of a health facility providing basic health services.

Disease outbreaks in Uganda over the last five years include Ebola virus disease, Crimean-Congo haemorrhagic fever, Marburg virus disease, Rift Valley fever, measles, cholera, meningitis and rubella. The effect of environmental changes, deforestation, the draining of swamps, climate change, poverty and humans being in contact with animals contribute to the frequent occurrence of disease outbreaks in Uganda.

The leading causes of death in Uganda are HIV/AIDS and sexually transmitted infections at 13.2 per cent, respiratory infections and tuberculosis at 12.6 per cent, maternal and neonatal disorders at 12.1 per cent, and malaria and cardiovascular diseases at 9.8 per cent each. Preventable health issues also continue to increase, and comprise more than 75 per cent of the disease burden in Uganda. In addition, non-communicable diseases such as cancer, heart disease and diabetes make up 40 per cent of the disease burden.

Uganda's strategic plan for the health sector incorporates all these issues and promises to deliver good health and well-being to the population. However, it focuses more on curative medicine and less on preventative public health measures. This is partly due to limited staff and financial resources. To some extent, there is a reluctance to embrace public health measures because lifestyle changes or other preventative measures will take longer to prove effective. Uganda's food and nutrition policy has only been partly implemented, while policies on the home-based management of malaria have been implemented but the results remain unclear. There is a shift to using the private sector for health care, alongside the public sector, and this breeds a spirit of entrepreneurship, competition and market values.

However, this might undermine attempts to secure fairness and equity in the delivery of health services.

Implementation of Uganda's strategic plan, that is intended to drive the health care agenda, is constrained by challenges, including:

- Depletion of the health workforce in numbers and skills at all levels of service delivery
- Inadequate supply of leadership, management, specialist and other important skills at all levels
- Capacity building being curtailed by a high turnover of staff
- Low investment in training
- Poor recruitment and retention of staff
- Difficulties in deploying staff
- Increased migration of health workers
- Demoralization among staff, due to work overload
- Restrictions on recruitment and low salary packages
- A low health sector budget that leaves many interventions unfulfilled or neglected

In 2021, Uganda launched a community engagement strategy for its COVID-19 response. This is intended to boost community health service provision through the engagement of community health workers who are at the lowest level of the health care hierarchy. The strategy is geared towards ensuring decentralization of basic health care to the village level through the community health workforce.

Main actions and areas of support

The Uganda Red Cross Society has responded to epidemics on many occasions in recent years and is currently involved in the response to the Ebola virus outbreak (see the Ongoing emergency operations section). It has been deeply engaged in the response to the COVID-19 pandemic since the outset and will continue to work towards achieving and sustaining national immunization targets. The National Society will promote fair and equitable access to new COVID-19 vaccines, including those that become available through the COVAX facility, by supporting the Government in the mass vaccination programme and developing a database of immunization activities.

The National Society plans to expand its role as an auxiliary to the public authorities by addressing Uganda's health challenges in four main areas.

Firstly, it will continue to address **epidemic and pandemic preparedness and response** through long-term programming aimed at building early detection and response capacities in the community and within the National Society itself. It will build upon existing community-based surveillance systems to expand coverage to new counties and integrate more effectively with Ministry of Health systems and platforms.

The National Society will **prioritize health programmes** around the prevention of common diseases such as HIV/AIDS, malaria and tuberculosis; maternal and child health promotion; adolescent sexual reproductive health; menstrual hygiene management; and managing the health impacts of sexual and gender-based violence.

In the area of **water, sanitation and hygiene**, the Uganda Red Cross will prioritize clean water, basic toilets and good hygiene practices – all of which are essential for human survival and development. Improving access to these basic services has a positive impact on the growth and development of children and communities. The National Society intends to implement interventions that focus on safe water sources, sanitation, environmental health, and public and personal hygiene, at the community level, through its partnerships. These activities will be mainly targeted at vulnerable populations who live in rural areas and urban slums.

The Uganda Red Cross will continue its work on **ambulance services, first aid and blood donations**. It has a fleet of ambulances that are used in emergency responses and enable it to offer a range of health services, including first aid. As part of commercializing this approach and generating a sustainable income, the National Society intends to provide good-quality, commercial life-saving training, ambulance services, affordable safety appliances, life-saving equipment, and information materials to the public. The National Society also intends to increase non-remunerated blood donations through informative and educational communication materials and engaging with youth groups to increase the blood donation drive. It will also formulate plans to develop a database for known and willing blood donors within known blood groups.

Planned IFRC network support

The German Red Cross will support the Uganda Red Cross with its strategy and advocacy work on pandemic and epidemic diseases, and sexual and reproductive health. It will also provide support to engage with communities on improving health services and increasing access to water, sanitation and hygiene services.

The Netherlands Red Cross will support the Uganda Red Cross in the development and revision of district contingency plans, through projects funded by the European Civil Protection and Humanitarian Aid Operations of the European Commission (ECHO).

The Austrian Red Cross will continue to support the Uganda Red Cross in menstrual hygiene management, and to ensure safe access to water and sanitation services in an environmentally sustainable way.

The IFRC will:

- Support the National Society in the development of a robust health and water, sanitation and hygiene strategy, benchmarking it against other international guidelines
- Offer technical guidance to the National Society on immunization operations
- Provide technical guidance on developing risk communication messages about COVID-19 and other pandemics and epidemics
- Support the development and implementation of a community engagement and accountability strategy
- Facilitate the training of National Society staff on sexual and gender-based violence, and provide technical support on the development of policies in this area
- Support the National Society as it makes monitoring support visits to countries implementing One WASH (Rwanda and Malawi) and the Nestlé-funded project in Ethiopia
- Provide input and technical feedback on all Emergency Appeals, ensuring that the water, sanitation and hygiene components address all aspects of preparedness and response to epidemics and pandemics
- Support the National Society to implement water, sanitation and hygiene activities in response to the secondary impacts of COVID-19

- Ensure that all National Society branch staff and volunteers are trained in oral rehydration therapy, and set up access points and procedures for delivering this service

Migration and displacement

Uganda is a signatory to the 1951 Refugee Convention and has been hailed as a model country in terms of accepting and treating refugees humanely. At a time when anti-foreigner sentiments are on the rise across the world, Uganda has the highest number of refugees in Africa and among the highest in the world. Most refugees in Uganda have fled from South Sudan, the DRC, Somalia, Burundi and Eritrea.

In its status report of July 2022, UNHCR reported that Uganda hosts more than 1.5 million refugees and asylum seekers. Of these, 60.3 per cent (or 921,000 people) are reported to be from South Sudan, with 29.2 per cent (446,000) from the DRC. Smaller numbers of nationals from other countries, including Burundi, Somalia, Rwanda, Eritrea, Ethiopia and Sudan, are also seeking refuge in Uganda.

Most refugees are housed in government-established settlements. This has been one of the long-term solutions to the large number of South Sudanese and Congolese refugees that have arrived in Uganda since 2010. The main refugee settlements include Nakivale in Isingiro district, Kyangwali in Hoima, and Kyaka II in Kyegegwa – all in the western part of the country. Most people who obtain refugee status do not leave, although a small number do choose to move on.

There is also internal displacement in Uganda caused by disasters, and this is expected to increase as climate change intensifies the number and impacts of natural hazards. Floods, hailstorms and landslides triggered 47,000 disaster displacements in 2021, and in August 2022, flooding affected 24,000 people and displaced more than 2,600 in eastern Uganda. The floods disrupted livelihoods and destroyed homes, crops and infrastructure. Internal displacement linked to violence also persists, but less so than in past decades. At the end of 2021, an estimated 1,700 people were displaced as a result of intercommunal violence, although this figure could be higher.

Main actions and areas of support

The main focus of the Uganda Red Cross in 2023 will be to continue to address the immediate needs of refugees, including the expected ongoing influx of people from DRC after the IFRC Emergency Appeal closes in June

2023. Support for refugees and host communities will reflect their changing needs, including the provision of non-food and shelter items, cash assistance, livelihood support and protection services. The National Society will continue to provide safe water, sanitation and hygiene facilities, psychosocial support, first aid services, and health and hygiene promotion. It is expected that the main target locations will continue to be the three transit camps in Kasese, Kisoro and Bundibugyo, the Nakivale settlement, and places where refugees live within host communities. It is possible that new locations will be identified as refugees move from transit camps to other places.

The National Society will continue to work jointly with the Ugandan Government and UNHCR on refugee response and accept support from other Movement partners. It will also pursue its collaboration with the International Organization for Migration in refugee data management, and its engagement with the Office of the Prime Minister on national population movement policy.

As part of its long-term vision on migration and displacement, the National Society will work to ensure that migrants and displaced persons have access to humanitarian assistance and protection at main points along migratory routes, and access to durable solutions when appropriate. This includes engaging with migrants, displaced persons and host communities to more effectively assess, understand and respond to their priority needs. It is expected that activities in 2023 will include:

- Providing psychosocial support and referral pathways for refugees, internally displaced persons and mixed migrant victims of violence
- Developing skills capacity for the economic engagement of returnees and immigrants
- The mobilization of host communities for peaceful coexistence and reintegration of immigrants and internally displaced persons
- Running perception surveys, establishing or strengthening community feedback mechanisms, and sharing life-saving information through trusted channels of communication.

Planned IFRC network support

The Austrian Red Cross and The Netherlands Red Cross will continue to support the Uganda Red Cross with activities in shelter, cash, non-food items and protection, through the European Civil Protection and Humanitarian Aid Operations of the European Commission (ECHO)

Pilot Programmatic Partnership. This includes technical support.

The Austrian Red Cross and Belgian Red Cross (Flanders) will support water, sanitation and hygiene activities and provide technical support. The Austrian Red Cross will also continue its work in energy-efficient livelihood initiatives, such as provision of energy-saving stoves, to increase food security.

The German Red Cross will support the Uganda Red Cross with reaching out to displaced people and ensuring their access to humanitarian assistance and protection, while engaging with displaced people and host communities to understand their needs.

The IFRC will continue to provide technical support and membership coordination, and mobilize funds for the Uganda Red Cross in its refugee response. For the National Society's longer-term work on migration and displacement, the IFRC will support it in incorporating protection, gender and inclusion across all interventions. It will also help it to develop tools and methodologies relating to population movement and mixed flows, in the preparedness, response and recovery phases.

Values, power and inclusion

Uganda is characterized by its variety of cultures, languages, social traditions and religious affiliations. After long periods of violent conflict, the country has not experienced any internal armed conflicts for more than a decade. However, the region as whole remains volatile, and Uganda sometimes feels the effects of conflicts in neighbouring countries such as South Sudan and the DRC. There are ethnic tensions but recently they have been mostly limited to local issues.

More than half (56 per cent) of women in Uganda aged 15–49 have experienced physical or sexual violence or both. In 2018, a four-year UN programme known as 2gether 4 SRHR began, with the aim of improving sexual and reproductive health in the country. The World Health Organization (WHO) and other partners are also supporting the Government in its initiatives to tackle gender-based violence and give survivors of abuse or violence greater access to health services and assistance. The National Policy on the Elimination of Gender Based Violence in Uganda 2019 is the most instructive legal and policy framework so far on violence against women.

In Uganda, approximately 12 per cent of the population are living with a disability, and yet they make up 22 per cent of unemployed workers. Approximately 2.5 million

children (13 per cent) in Uganda are living with some form of disability, and only 15 per cent of those access education. The laws governing disability in Uganda include the Persons with Disability Act 2020, which recognizes disability as a cross-cutting issue that transcends all sectors. It requires all stakeholders to use the policy as a framework to guide planning, resource allocation and the implementation of interventions in an inclusive manner.

Main actions and areas of support

The Uganda Red Cross Society will continue to contribute to positive change in communities through greater understanding, ownership and concrete application of humanitarian values and the Fundamental Principles. It will focus in particular on young people's knowledge, skills and behaviour, and promote and support equitable access to quality education for all boys and girls affected by disaster, crisis or displacement.

The National Society will also ensure that it is a safe and inclusive organization, with dignity, access, participation and safety for people of all identities at the centre of its work. It will ensure that people and communities who are vulnerable to and affected by crises are empowered to influence the decisions that affect them and trust the Uganda Red Cross to serve their best interests.

Specific actions related to protection, gender and inclusion include:

- Identifying safe spaces within communities and mapping out service providers for the purpose of safe referrals
- Developing mechanisms for the prevention of, and response to, sexual and gender-based violence in emergencies, and referral pathways for the comprehensive and holistic care of survivors (including the clinical management of rape, clinical responses, protective care, referrals and procedures) and the provision of psychosocial support
- Disseminating and implementing the National Society's child safeguarding policy and referral mechanism, to link boys and girls affected by crises and disasters to other service providers
- Ensuring the social needs of people living with disabilities are met in emergencies and all programmes, and applying disability-segregated targeting to ensure inclusion of people living with disabilities
- Integrating the IFRC's minimum standards for protection, gender and inclusion in emergencies into all sectors

- Implementing the protection, gender and inclusion action plan (based on the findings and recommendations of the National Society's organizational assessment) while conducting an annual progress assessment of it

The National Society will strengthen community engagement and accountability by:

- Establishing accessible accountability platforms for key populations, to provide feedback on the quality of services
- Strengthening community engagement and accountability approaches in programmes and operations, by rolling out the feedback starter kit and undertaking evidence-based advocacy at community and National Society levels
- Disseminating feedback and compliance mechanisms for child safeguarding and the prevention of, and response to, sexual exploitation and abuse
- Tracking and using the perceptions of community volunteers to inform responses, through regular surveys
- Monitoring the impact of community engagement and accountability by developing case studies and identifying lessons learned, and sharing this information through various learning platforms
- Integrating community engagement and accountability monitoring indicators, to measure the impact of it on the quality of programmes and operations
- Institutionalizing community engagement and accountability by developing a strategy and policy, and mainstreaming this into new and existing strategies, plans, guidelines, policies and toolkits

The National Society will continue its work on advocacy campaigns and raising awareness by:

- Engaging in international events and celebrations, including the 16 Days of Activism campaign and the Day of the African Child
- Raising awareness of human rights at the community level – focusing on empowerment, access to services, and the participation of young people and target populations
- Participating in protection working groups and collaborating with different actors to ensure protection principles are implemented
- Profiling examples of the impact of community engagement with its external partners

Planned IFRC network support

The Austrian Red Cross will encourage people in communities to participate in the design and implementation of the activities that meet their needs. It will also continue to support the Uganda Red Cross in developing more inclusive water, sanitation and hygiene interventions.

The IFRC will support the National Society with:

- Adopting and implementing its child safeguarding policy
- Technical support on child safeguarding and the dissemination of policies on the prevention of, and response to, sexual exploitation and abuse
- Ensuring the standard disaggregation of people targeted, using the Sex, Age, and Disability Disaggregated Data (SADDD) concept
- Implementing its protection, gender and inclusion action plan
- Establishing links with regional protection working groups, for the purposes of learning
- Technical support on the development and implementation of the National Society's community engagement and accountability strategy
- Conducting perception surveys to inform response strategies
- Developing an inclusive needs assessment toolkit

Enabling local actors

The Uganda Red Cross Society is committed to pursuing its institutional strengthening and has carried out the self-assessment part of the [Organisational Capacity Assessment and Certification \(OCAC\)](#) process in 2016. The self-assessment part of the OCAC process is intended to capture the strengths and weaknesses of National Societies as a whole, in relation to a wide range of organizational capacities. The Uganda Red Cross is also committed to the [Preparedness for Effective Response \(PER\)](#) process and is at the action and accountability phase. The PER Approach is a continuous and flexible process that enables National Societies to assess, measure and analyze the strengths and gaps of its preparedness and response mechanism, and ultimately take the necessary action to improve it.

The Uganda Red Cross is part of the IFRC pan-African initiative focused on National Society development. Through its Strategic Plan 2021–2025, it intends to be a well-functioning and responsive National Society. With support from the IFRC and network partners, the National Society will achieve this by setting key objectives, most of which will be addressed in its work on organizational capacity and internal processes. In ongoing operations, the National Society will strengthen its structures for governance, management, finance, administration, supply chain management, risk management, and internal auditing processes. It will also establish and operationalize the functions of performance management, planning, monitoring, evaluation and reporting.

Engaged

- Carry out advocacy work to secure its position in the development and humanitarian sector, and within relevant government ministries, while conducting stakeholder forums with both national and international stakeholders
- Define its role as an auxiliary to the local authorities, by positioning its branches in the local humanitarian sector
- Engage in Movement coordination forums to improve efficiency in the implementation of its Strategic Plan 2021–2025.
- Ensure strong operational coordination with its partners, improving the transparency and accountability of technical and funding support
- Integrate development research into its programmes and activities, to build a body of knowledge for reference, learning and research
- Strengthen its capacity for networking with the IFRC's regional and global resource centres, for the resourcing of volunteering, psychosocial support, gender and inclusion, community education and first aid
- Develop and align its organizational development priorities and plans with Movement standards, in line with the principles of National Society development

The National Society will also pursue its goals of digital transformation and ensure that all business processes are digitalized. It conducted a digital systems assessment in 2022, with the IFRC's support. This entailed listing the National Society's existing systems, analyzing their use and efficiency, and making recommendations for the procurement of a centralized system. The IFRC will support the implementation of the recommendations and create a clear roadmap for the digital transformation journey.

Accountable

- Strengthen its financial management processes with the Navision Enterprise Resource Planning system, especially in branch offices and through staff training
- Boost its financial management capacity, through financial management training and the dissemination of policy guidelines and procedures on donor funds and cost management
- Develop a cost recovery mechanism and disseminate policies and guidelines to all staff and governance, to ensure compliance and full cost recovery
- Activate risk management systems and activities, by operationalizing a framework and building the risk management capacity of staff and governance
- Assess and build up a contextual security risk register, while developing mitigation measures aimed at reducing prevailing risks to an acceptable level
- Enhance compliance systems by strengthening its internal audit function – making sure staff members are in place and trained on anti-fraud and anti-corruption prevention
- Develop a strategy, plan of action, guidelines, tools and mechanisms to prevent, manage and address the risks of fraud and corruption, sexual exploitation and abuse, discrimination, harassment, and violation of the child safeguarding policy
- Map and diversify partnerships for an enhanced financing approach

- Submit applications for the award of Movement-coordinated National Society development funding
- Develop capacity for digital fundraising initiatives and join similar Movement-coordinated initiatives
- Ensure quality and timely delivery and reporting in line with commitments to donors
- Implement the roadmap that is developed from the 2022 planning, monitoring, evaluation and reporting capacity assessment

Trusted

- Conduct in-depth community-led assessments prior to and during emergency responses, with affected communities, ensuring that responses are fit for purpose and show value for money
- Develop and implement branch development plans in line with a branch development framework
- Institutionalize security management, with particular attention to volatile and high-tension operating areas
- Strengthen its youth structure and activities (including technology competitions, football and other games), with the aim of retaining young people who are already registered, registering more young people, encouraging them to be innovative and contribute to decision-making, and strengthening the domestic network
- Ensure the inclusion of youth from various backgrounds such as people living with disabilities, gender, and other social and regional segregations
- Develop or procure a robust volunteer management system
- Intentionally recruit volunteers that reflect the diverse membership of beneficiary communities
- Enhance its duty of care to volunteers, such as enhanced safety, security and insurance
- Improve its membership base through enhanced recruitment, including online recruitment
- Enhance collaboration with the Regional Advisory Governance Group for peer support

THE IFRC NETWORK

The IFRC

The IFRC supports The Uganda Red Cross Society in its goal of becoming the humanitarian partner of choice in Uganda. It focuses on strategic and operational coordination, National Society development and humanitarian diplomacy, with accountability as a cross-cutting theme. In addition to the head of delegation, there is also a finance development delegate based in Kampala. A health delegate supports the National Society with community epidemic and pandemic preparedness through the CP3 programme, which aims to strengthen the ability of target communities, the National Society and other partners to prevent, detect and respond to threats of disease. The programme also focuses on preparing for future risks in the Bundibugyo, Kamwenge, Kitangwenda and Kabale districts, using a network of 667 Red Cross volunteers, trained in epidemic control, health promotion and community-based surveillance.

The IFRC has also been supporting the Uganda Red Cross with enhancing its preparedness and response capacities, using the PER Approach, since 2019. During emergencies, the IFRC plays a significant role in ensuring effective coordination within and outside the IFRC membership, and provides logistical, technical and financial support. Throughout the year, operations managers are deployed to support DREFs or Emergency Appeals. In recent years, the IFRC has supported the National Society through a number of DREFs and Emergency Appeal operations in relation to disease outbreaks, population movement, floods, flash floods, landslides and hailstorms. One DREF operation and two Emergency Appeals were launched in 2022, some continuing into 2023. Since the beginning of the COVID-19 pandemic, the IFRC, through its global appeal, has supported the National Society in its response and the immunization rollout programme across Africa.

The IFRC provides technical support to the National Society on protection, gender and inclusion, community engagement and accountability, disaster risk reduction, water, sanitation and hygiene, National Society development and other thematic areas.

IFRC membership coordination

The IFRC's coordination role involves working with member National Societies to assess the humanitarian context, humanitarian situations and needs; agreeing common priorities; co-developing common strategies to

address issues such as obtaining greater humanitarian access, acceptance and space; mobilizing funding and other resources; clarifying consistent public messages; and monitoring progress. The IFRC also ensures that strategies and programmes clearly incorporate humanitarian action and development assistance and reinforce the auxiliary role of the National Society in Uganda.

The Uganda Red Cross Society is part of the four IFRC pan-African initiatives focusing on Tree Planting and Care, Zero Hunger, Red Ready and National Society development. These initiatives are reflected under the relevant sections of this plan.

The Uganda Red Cross is part of the global Pilot Programmatic Partnership between the Directorate-General for European Civil Protection and Humanitarian Aid Operations of the European Commission (DG ECHO) and the IFRC, benefitting from the support of The Netherlands Red Cross (the lead EU National Society) and the Austrian Red Cross for the implementation of activities in the areas of:

- Disaster risk management
- Epidemic and pandemic preparedness and response
- Humanitarian assistance and protection for people on the move
- Cash and voucher assistance

The partnership meets the realities of extended crises with longer-term predictable funding, facilitating actions and processes with greater impact. It leverages the IFRC's global network and unique access to people and communities, and it helps to fulfil the ambitions of the European Union as the biggest donor for international aid in the world. The longer-term ambition is that Uganda has a well-functioning multi-hazard preparedness and response system from national to district and village levels, ensuring and strengthening links between early warning early action, resulting in timely and effective preparedness, anticipatory action and response.

In addition to support from the IFRC and through joint programmes and initiatives, the Uganda Red Cross has enjoyed long-term partnerships with a number of participating National Societies, including the Austrian Red Cross, Belgian Red Cross (Flanders), German Red Cross, Kuwait Red Crescent Society, The Netherlands Red Cross, Swedish Red Cross and Turkish Red Crescent Society.

Participating National Society Support - Bilateral

Name of Partner NS	Funding Requirements	Climate	Disasters and crises	Health and wellbeing	Migration	Values, power and inclusion	Engaged	Accountable	Trusted
Austrian Red Cross	CHF 1.26M		●	●		●			
Belgian Red Cross	CHF 1.31M		●						
German Red Cross	CHF 0.90M			●	●				
Netherlands Red Cross		●	●				●		●

Total

3.47M

The **Austrian Red Cross** is a consortium partner for the European Civil Protection and Humanitarian Aid Operations of the European Commission (ECHO) Pilot Programmatic Partnership in Uganda. The Austrian Red Cross has a presence in the country and its work focuses on emergency response, recovery and long-term development. It began working in partnership with the Uganda Red Cross in 2017 during an Emergency Response Unit (ERU M40 – Water Treatment Plant) that produced safe water for approximately 40,000 people, in response to refugee influxes from South Sudan. In recent years, cooperation has increased, with several long-term projects such as increasing the Uganda Red Cross's emergency response capacities, and building water, sanitation and hygiene structures, including piped water supplies and institutional sanitation facilities. The Austrian Red Cross also works in refugee and host communities, waste management (including faecal sludge treatment) and the greening of response modalities with initiatives such as solarization.

It also supports the National Society with incorporating cross-cutting themes, including gender and inclusion, into its programming.

The **Belgian Red Cross (Flanders)** is present in Uganda and provides countrywide support that focuses on branches in disaster-prone areas. It works particularly in disaster risk management, health and migration.

The **German Red Cross** is also present in Uganda and focuses on the West Nile region, Arua and Moyo. Areas

of support include climate change, disaster risk management, health and migration.

The **Kuwait Red Crescent** has provided support to the Uganda Red Cross in health and first aid services across the country.

The Netherlands Red Cross is the consortium lead for the European Civil Protection and Humanitarian Aid Operations of the European Commission (ECHO) Pilot Programmatic Partnership in Uganda. It has been working with the Uganda Red Cross since 2005, is present in the country and focuses on response preparedness capacity, forecast-based action, epidemic preparedness and response, cash preparedness and response, and water, sanitation and hygiene for refugees and host communities.

The Netherlands Red Cross data department has strengthened the capacity of the Uganda Red Cross's data team and supported the implementation of data products to operationalize early warning early action mechanisms. It is currently supporting trigger development and the integration of forecast-based action into multi-hazard district contingency plans. The Netherlands Red Cross and Uganda Red Cross are working together to implement community health and water, sanitation and hygiene interventions in the Madi Okolo Rhino settlement and the Arua district, to support newly arrived refugees and host communities.

The **Swedish Red Cross** focuses on the Moyo branch, West Nile. Areas of support include climate change, disaster risk management and health.

Movement coordination

The Uganda Red Cross Society and the IFRC regularly engage with the International Committee of the Red Cross (ICRC) for optimal Movement coordination. The National Society hosts monthly operational coordination meetings, chaired by the Disaster Management Director, with the participation of partners in Uganda. Coordination meetings during emergencies take place more frequently – every other day at peak times. These platforms enable strong coordination and harmonized response plans and ensure that the National Society receives effective technical support. This work is carried out in line with the Strengthening Movement Coordination and Cooperation principles, and the newly adopted [Seville Agreement 2.0](#).

In the population movement response, the ICRC provides advice on overall safety and security support to

Movement partners. Since the beginning of the crisis, the ICRC has been working with the National Society in the areas of protection, restoring family links, and evacuation of the war-wounded. It plans to maintain all of this, and water and sanitation support. In the Ebola response, both the IFRC and ICRC provide advice on overall safety and security support to Movement partners.

In Uganda, the ICRC contributes to addressing the humanitarian needs of people who have fled situations of violence in neighbouring countries, the families of missing persons in northern Uganda, and detainees. It also supports the integration and promotion of international humanitarian law, especially for troops deployed in operations abroad.

Coordination with other actors

The National Society's activities are integrated into the Government of Uganda's plans in response to multiple hazards. The plans are coordinated through the Office of the Prime Minister and various United Nations agencies, in line with the national disaster preparedness and management policy. In line with its auxiliary role, The Uganda Red Cross Society has ongoing interactions with governmental institutions at national and local levels, including the Ministries of Internal Affairs and Migration, Health, and Water and Environment.

The national disaster risk reduction platform was established to coordinate disaster prevention, preparedness, response and recovery in Uganda. The National Society is a member of this platform. The national task force of public health emergencies at the Ministry of Health is a subset of the national disaster risk reduction platform handling public health related emergencies. The national task force is chaired by the Ministry of Health Director General of Health Services and is composed of a multi-sectoral and multi-disciplinary team responsible for overseeing emergency preparedness and response in Uganda. The National Society is a member of the national task force, and this structure is cascaded to sub-national levels as a district task force. At the district level, the National Society is represented through its 51 branches across the country.

In its COVID-19 response, beyond the support received through the IFRC and network partners, the National Society also collaborates with UNICEF, the World Food Programme, and the International Organization for Migration. The National Society was already active in the national One Health coordination structure, through the IFRC and USAID-supported CP3 project and with Global Health Security Agenda partners working in epidemic preparedness and response.

For the Ebola response, the Ministry of Health has established daily national task force meetings involving all actors engaged, including WHO and Médecins Sans Frontières. The Government has requested that the National Society focuses on four main pillars, based on its expertise in those areas and its experience in responding to previous Ebola outbreaks in Uganda. These cover coordination, surveillance with contact tracing, risk communication and community engagement, and safe and dignified burials.

The National Society is also a member of the District Disaster Management Committee and the Comprehensive Refugee Response Framework steering committee. In the National Community Engagement Strategy for COVID, National Society district staff have a formal supporting role.

The National Society, the IFRC and participating National Societies take part in inter-agency, sectoral meetings and task forces at national and district levels. They coordinate activities with other partners, avoid duplications, respond to identified field needs, share knowledge and lessons learned, and work in synergy for the implementation of immediate actions in cases of crisis, as well as strategies for long-term programmes and preparedness. The National Society is part of the cash working group with UNHCR and the World Food Programme, among others, and applies the group's agreed modalities such as the standard minimum expenditure basket and joint assessments.

The Office of the Prime Minister and UNHCR lead the coordination of partners for the humanitarian refugee response in the southwest of Uganda. Nineteen agencies, including the Kisoro District local government and non-government organizations, are responding. Since

the first influx of refugees, there have been emergency coordination meetings, chaired by UNHCR, at the transit centres and district offices. The meetings are attended by the Regional Disaster Officer, district officials, the National Society, the IFRC, the ICRC, Care and Assistance for Forced Migrants, Save the Children, the Office of the Prime Minister, and government security teams. The coordination of field activities is supported by the 4W matrix (elaborated for the settlement of each refugee) as well as established coordination mechanisms and referral pathways.

The National Society is a core member of the water, sanitation and hygiene sector for refugee operations, together with Care and Assistance for Forced Migrants, a national non-government organization. In the population movement response, the National Society is taking the lead on the provision of safe water and the installation of sanitation facilities.

ADDITIONAL INFORMATION

- [IFRC Global Plan and Country Plans](#)
- [Subscribe for updates](#)
- [Donor response](#) on IFRC website
- [Live Disaster Response Emergency Fund \(DREF\)](#) data
- Operational information: [IFRC GO platform](#)
- National Society data: [IFRC Federation-wide Databank and Reporting System](#)



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.

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