



UGANDA

2024 IFRC network country plan

18 April 2024

Funding Requirement **CHF 19.4M**

In support of the Ugandan Red Cross



51

National Society branches



254

National Society staff



2,980

National Society volunteers

People to be reached



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 multi-year 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 **47.2M**

INFORM Severity rating **High**

INFORM Climate Risk Index **High**

Human Development Index rank **166**

Population below poverty level **20.3%**

IFRC Country Cluster Delegation
for South Sudan, Uganda & Tanzania, Juba

Hazards



Disease outbreak



Population movement



Floods



Landslides

Funding requirements

Total 19.4M CHF

Through the IFRC

7.9M CHF

Through Participating National Societies

→ **6.2** CHF

Through Host National Society

→ **5.3M** CHF

IFRC Breakdown

Longer term needs

1.3M CHF

Climate and environment

570,000 CHF

Disasters and crises

400,000 CHF

Health and wellbeing

3.3M CHF

Migration & displacement

85,000 CHF

Values, power and inclusion

2.2M CHF

Enabling local actors

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 Societies which have contributed only multilaterally through the IFRC in the first half of 2023.*

IFRC Appeal codes

Longer-term needs:

MAAUG002

NATIONAL SOCIETY PROFILE

The **Uganda Red Cross Society** was established in 1964 and 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 a total of 51 branches across the country which covers at least two districts, 2,980 volunteers, and 254 National Society staff.

The scope of the National Society's activities has significantly increased over time, and in 2022, the National Society reached more than 36,000 people through its long-term services and development programmes. The National Society 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 Society has 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 (PMER), finance and accounts, supply chain management, internal audit,

human resources and administration, IT, public relations and resource mobilization.

The National Society's Strategic Plan 2021-2025 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 (SDGs) – 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. 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

JOINT SITUATIONAL ANALYSIS

Uganda is a landlocked country in east Africa that is bordered to the east by Kenya, to the north by South Sudan, to the west by the Democratic Republic of the Congo, to the southwest by Rwanda, and to the south by Tanzania. The southern part of the country includes a substantial portion of Lake Victoria, shared with Kenya and Tanzania. Uganda is in the African Great Lakes region and lies within the Nile basin. The country has a varied but generally modified equatorial climate. The population of Uganda as of 2023 was 48.5 million, an increase of 2.82 per cent from 2022.

The country's north and northeast lag behind developmentally than the rest of the country because of long-term conflict (the Ugandan Bush War 1981-1986 and more than 20 years of fighting between the Lord's Resistance Army and Ugandan government forces), ongoing inter-communal violence, and periodic natural disasters.

According to the World Bank, Uganda's economy has rebounded strongly in 2023, with all three sectors (agriculture, industry, and services) weathering recent successive shocks to push growth in gross domestic product (GDP) to 5.3 per cent during FY23 compared to 4.7 per cent the year before. The World Bank noted that private consumption had increased in the country, while public investment was scaled back as fiscal space narrowed and private investment retracted in response to a tight monetary stance through the fiscal year. With higher

capital imports, due primarily to investments related to the country's crude oil development project, the current account deficit widened to 8.7 per cent of GDP in FY23 up from 7.9 per cent in FY2022.

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.

The broad political economy environment has not been favourable to social expenditures in recent years. The balance

in spending between social and productive sectors has been increasingly tilted towards the latter in Uganda, posing a threat to the progress made in social indicators to date. Both the increased competition in the political landscape and the shift in donors' interests have contributed to the prioritization of infrastructure over social sectors. In parallel, domestic revenue mobilization efforts have been constrained by the political environment, which has also limited the scope for increasing allocations to social sectors. As those conditions are unlikely to change in the short term, the current pressures on social spending are likely to continue.

STRATEGIC PRIORITIES



Climate and environment

Climate change is increasing the intensity and frequency of 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. In particular, the increased intensity of heavy rainfall has led to flooding, which has had 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, the increasing number of people living in urban areas 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.

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 was lost – releasing approximately 25.1Mt of CO₂ emissions into the atmosphere. 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, launched in 2019, aims to plant 500 million trees over a period of five years.



Uganda Red Cross volunteers undergoing training to conduct dignified and safe burials for death resulting from Ebola, in October 2022 (Photo: IFRC)

Multi-year high level objectives of the National Society

The Uganda Red Cross Society is a signatory to the [Climate Charter](#). It is also 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. 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 Uganda Red Cross Society is also part of the global [Pilot Programmatic Partnership \(PPP\)](#) between the European Commission's Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) and IFRC, with implementation support from EU National Societies. Uganda Red Cross Society with DG ECHO-IFRC PPP support, the National Society is developing a [Green Response Policy](#) and a Climate and Environment Strategy. The National Society will continue to seek partnerships to plant more trees.

In line with the above, the Uganda Red Cross Society will also undertake the following:

- Step up its response to growing humanitarian needs and help people adapt to the impacts of the climate and environmental crises
- Maximize the environmental sustainability of its work and rapidly reduce its greenhouse gas emissions

Planned activities in 2024

- Ensure communities have increased capacity to address the evolving impacts of climate change and have ownership over programmes addressing climate risks through increased avenues to contribute their insights, knowledge, and ideas
- Promote [environmentally sustainable practices](#) in communities by adopting and monitoring the use of environmental safeguarding principles
- Identify, avoid, reduce, and mitigate adverse environmental impacts resulting from the humanitarian response and long-term programmes. Develop multi-hazard [early warning early action](#) mechanisms with communities at risk under the [Alert Hub](#) programme

- Expand and disseminate the 'Going Green Policy' to central governing board, staff, and volunteers
- Support staff and volunteers to undertake risk mapping and risk profiling; and [vulnerability, impact, and capacity assessments](#) based on the available climate information and analysis to support disaster risk-informed planning and implementation
- Ensure staff and volunteers have the knowledge, capacity and resources to serve as [agents of change](#) and mobilize urgent action to address the climate and environmental crises

Longer-term support from the IFRC network

The IFRC is providing the Uganda Red Cross Society with technical support in the [green response](#) and overall coordination support under the DG ECHO-IFRC PPP. This includes enabling the National Society to employ environmentally friendly approaches in its operations and supporting the National Society in its tree-planting initiatives. It will also review the current context of carbon markets in Uganda and explore the opportunities for the Uganda Red Cross Society to participate. The IFRC is facilitating thematic training sessions for the National Society staff on the causes and challenges of climate change in the context of health and humanitarian work. Additionally, it will support the Uganda Red Cross Society in anticipatory action system building including forecast analysis, readiness (contingency planning), and early warning and early actions. Other support provided comprises Uganda Red Cross Society training of 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.

The **Austrian Red Cross** is an implementing partner under the DG ECHO-IFRC [Pilot Programmatic Partnership \(PPP\)](#) and supports the Uganda Red Cross Society by promoting innovative ways to increase environmentally sustainable solutions, such as the provision of safe water and sanitation as well as wastewater treatment.

The **Netherlands Red Cross** serves as the lead EU National Society in the DG ECHO-IFRC [Pilot Programmatic Partnership \(PPP\)](#) in support of the Uganda Red Cross Society. Its support to the National Society focuses on early warning, early action mechanisms including trigger development and the integration of forecast-based action into multi-hazard district contingency plans.



Disasters and crises

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

Uganda is a disaster-prone country and experiences recurring disasters every year. Flooding, landslides, and epidemics are the three most recurrent disasters that impact the country, requiring preparedness and rapid response. Uganda has also [witnessed](#) famine, which occurs due to drought conditions, environmental degradation, crop pest infestation, livestock and wildlife disease epidemics, as well as transport and technological accidents. Displacement of communities has occurred due to both civil strife and natural disasters.

All these lead to migration within the country in search of better and safer areas. In extreme cases, particularly in the [Karamoja region](#), the frequent failure of the rainy seasons leads to starvation. Severe drought results in human and livestock deaths and is also exemplified by the reduced water table, diminishing water levels in the major lakes, and crop failure.

In 2023, Uganda experienced an [anthrax outbreak](#) in Kabira, Kasasa, and Lwankoni sub-counties in Kyotera district. The suspects were kept in isolation facilities and the cases were treated either in facilities or were managed under the home-based care programme. The country also experiences [flooding](#). The areas prone to floods in Uganda are Kampala, northern and eastern parts of Uganda, which are mostly urban areas, low-lying areas and areas along riverbanks and close to swamps. Besides deaths due to drowning, floods destroy public health facilities such as water sources and sanitation facilities. Floods also trigger outbreaks of water-borne diseases and malaria, compounding community vulnerability to health hazards.

Multi-year high level objectives of the National Society

The Uganda Red Cross Society will support populations in situations of protracted crises. It will work with refugees and host communities to strengthen their preparedness and response to disasters. The Uganda Red Cross Society will ensure it is prepared to respond to crises and disasters (sudden-onset, slow-onset, time-bound, and protracted), with increased capacity to analyse and address the needs of people affected by crises and disasters. As such, it will continue updating the existing Preparedness for Effective Response ([PER](#)) plan of action and continue to support its implementation.

Through the [DG ECHO-IFRC PPP](#), the Uganda Red Cross Society will support the District Disaster Management Committees in developing multi-hazard contingency plans. The National Society will continue to pre-position non-food

items for emergencies in regional warehouses, which will also be accessible to the Government of Uganda and humanitarian partners under a coordination mechanism.

Planned activities in 2024

- Establish community-based disaster management committees
- Expand collaboration with community-based organizations for risk identification; [vulnerability, impact, and capacity assessments](#); and mitigation efforts
- Ensure multiple [cash and voucher assistance](#) for multi-sectoral activities are provided to the most vulnerable selected households to improve food security and protect livelihoods
- Plan cash and voucher assistance according to the seasonal calendar, in complement with skills training and linkages to social protection systems

Longer-term support from the IFRC network

IFRC mechanisms such as the [Disaster Response Emergency Fund](#) (IFRC-DREF) and Emergency Appeals will continue to be drawn on as needed for the National Society to respond to disasters and crises. In 2023, IFRC provided the following DREF allocation in Uganda:

- [IFRC-DREF Uganda floods](#): the DREF allocation of CHF 348,761 in November 2023 supported the Uganda Red Cross Society to assist 2,383 households (approx. 11,201 people) through the early action protocol for floods. The National Society is supporting the targeted people over a two-month period in the areas of Ntoroko, Butalejja, and Kikuube districts through interventions such as cash and voucher assistance to cover shelter needs, water, sanitation and hygiene, community feedback mechanisms, and orientations on protection, gender and inclusion (PGI) principles.

Other areas of IFRC support include technical and operational backstopping to identify risks and response system gaps and use IFRC [emergency response](#) tools to match operational requirements, supplement the National Society situational and context response analysis and information management, and support the National Society to fulfil its auxiliary role through having adequate [disaster law](#) analysis and frameworks in place.

The **Austrian Red Cross** supports the National Society in non-food items, shelter and cash interventions, as well as energy-efficient livelihood initiatives such as the provision of energy-saving stoves.

The **Netherlands Red Cross** serves as the lead EU National Society in the DG ECHO-IFRC Pilot Programmatic Partnership (PPP) in support of the Uganda Red Cross Society. With its 510 initiative, it is assisting the National Society in leveraging the use of data and digital tools including mobile phones in disaster response. It is also supporting the National Society

in non-food items and shelter interventions, as well as cash preparedness.

The **Swedish Red Cross** focuses on supporting climate change, disaster risk management and health interventions undertaken by the National Society's Moyo branch, West Nile.



Health and wellbeing

All districts in Uganda have a hospital or a level four primary care facility, and about 86 per cent of the population lives within five kilometres of a health facility providing basic health services. As of 2021, the life expectancy for Uganda was 63.73 years.

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 (NCDs) such as cancer, heart disease and diabetes make up 40 per cent of the disease burden.

The Ministry of Health in Uganda has established a roadmap towards universal health coverage in the country from 2020-21 to 2029-30. There is also a shift towards incorporating the private sector into healthcare, alongside the public sector. This shift fosters a spirit of entrepreneurship, competition and market values. However, it might undermine efforts to ensure fairness and equity in the delivery of health services.

Multi-year high level objectives of the National Society

Through the DG ECHO-IFRC PPP, the Uganda Red Cross Society 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 Uganda Red Cross Society will continue to support village health teams to deliver health education messages to prevent Ebola and other diseases. The National Society will use technology to for epidemic risk monitoring to facilitate detection of outbreaks of cholera, Marburg and Anthrax.

The Uganda Red Cross Society will endeavour to develop a robust water, sanitation and hygiene (WASH) strategy to guide its operations. It will work to deliver evidence-based, impact-driven, effective and appropriate health promotion, disease prevention, and community-based care activities. The strategy will focus on the people in situations of vulnerability in all contexts through enhancing community awareness on pandemics and epidemics by utilizing the village health teams. The National Society will also help communities identify and reduce health risks through relevant community engagement and accountability (CEA) and behaviour change approaches that ensure locally-led solutions to address unmet needs.

Planned activities in 2024

- Adapt and expand its health programming to meet the growing needs associated with climate change through conducting research on climate change and health
- Contribute to efforts to achieve and sustain national immunization targets, and promote fair and equitable access to new vaccines
- Conduct and facilitate health education and communication about prolonged treatment regimes, infection prevention, and control, and referrals for access to diagnostics and medicines
- Develop specific procedures and referrals for comprehensive and holistic care for survivors of sexual and gender-based violence including clinical management of rape, clinical response, and protective care, referrals and procedures
- Actively engage the health coordinator and managers with the Ministry of Health (MoH) health coordinating platforms in Uganda

- Implement community engagement and accountability (CEA) approaches to have enhanced feedback mechanisms, which facilitate adaptation and improvements of health-related activities
- Carry out monitoring support visits to One WASH implementing countries such as Rwanda and Malawi
- Monitor activities on menstrual hygiene management training

and other communicable diseases and to strengthen health promotion at household level in the respective communities.

The **IFRC** is supporting the National Society in the development of a robust health and water, sanitation and hygiene (WASH) strategy, benchmarking it against other international guidelines. It offers technical guidance to the National Society on preparedness and response to epidemics and pandemics, immunization operations, development of risk communication messages about pandemics and epidemics.

The **Austrian Red Cross** supports water, sanitation and hygiene activities as part of the DG ECHO-IFRC PPP.

The **Belgian Red Cross (Flanders)** will support water, sanitation and hygiene activities and provide technical support.

The **Kuwait Red Crescent** assists the Uganda Red Cross Society with health and First Aid services nationwide.

The **Netherlands Red Cross** is providing the National Society with support towards epidemic preparedness, in its capacity as the lead EU National Society in the DG ECHO-IFRC PPP. It is also assisting the Uganda Red Cross Society in 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.

Longer-term support from the IFRC network

IFRC mechanisms such as the Disaster Response Emergency Fund (IFRC-DREF) and Emergency Appeals will continue to be drawn on as needed for the National Society to respond to disasters and crises. In 2023, IFRC provided the following DREF allocation in Uganda:

- IFRC-DREF Uganda Anthrax outbreak: the DREF allocation of CHF 129,613 in December 2023 supported the Uganda Red Cross Society to assist 69,340 people affected by anthrax outbreak which broke out in the areas of Kabira, Kasasa, and Lwankoni sub-counties in Kyotera district. The National Society is supporting the targeted people over a three-month period and will involve sensitizing the community on the preventive measures for anthrax



Migration and displacement

As a signatory to the 1951 Refugee Convention, Uganda has been hailed for accepting and treating refugees humanely. Uganda has the highest number of refugees in Africa, which is also among the highest in the world. Most refugees in Uganda have fled from countries such as South Sudan, the Democratic Republic of the Congo (DRC), Somalia, Burundi, and Eritrea, among other countries. In its July 2022 status report, the UNHCR reported that 1,528,057 refugees and asylum seekers are hosted in the country. 60.3 per cent (920,768) were reported to be from South Sudan, while those from the DRC were 29.2 per cent (446,044).

While many refugees find a sense of home in Uganda as they await the opportunity to return to their countries, for others, Uganda serves as a transit country as they seek relocation, often towards the West. The majority of migrants, however, tend to stay within the region.

As one of the long-term solutions to address the substantial caseload of South Sudanese and Congolese refugees in Uganda since 2012, most refugees are accommodated in various government established resettlements. 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.

Multi-year high level objectives of the National Society

The Uganda Red Cross Society will ensure that returnees and immigrants are provided with skills and capacity development for economic engagement. The National Society will also provide protection services for refugees, internally displaced persons and mixed migrants. This will be undertaken through engagement with communities and other relevant partners organizations. It will mobilize host communities for peaceful coexistence and ensure that reintegration of immigrants and internally displaced persons is undertaken.

With DG ECHO-IFRC PPP support, the Uganda Red Cross Society will continue to work in the Nakivale refugee settlement and border entre points. Based on the multi-sectoral needs assessment, the National Society will support activities for social cohesion, WASH, health, and cash and

voucher assistance. The Uganda Red Cross Society will operate a mobile health clinic to provide mobile first aid and emergency clinical services.

Planned activities in 2024

- Engage local authorities and other stakeholders in a concerted effort to ensure the protection of immigrants and internally displaced persons
 - Develop tools and methodologies in preparedness, response, and recovery of immigrants
 - Carry out advocacy and engagement with public authorities in the role of national society in the engagement of immigrants
 - Run perception surveys or establishing/strengthening community feedback mechanisms and sharing life-saving information through trusted channels of communication
 - Construct improved water and sanitation facilities including faecal sludge management
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Longer-term support from the IFRC network

The IFRC provides support to the Uganda Red Cross Society in implementing its protection, gender and inclusion (PGI) policy across all its operations. It helps the National Society Uganda Red Cross Society develop tools and methodologies relating to population movement and mixed flows, in the preparedness, response and recovery phases.

The **Austrian Red Cross**, as part of the DG ECHO-IFRC PPP, supports the National Society's interventions in shelter, cash, non-food items and protection in aid of refugees, migrants and displaced persons.

The **German Red Cross** is supporting the National Society 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 **Netherlands Red Cross**, as lead EU National Society under the DG ECHO-IFRC PPP, will continue to support the National Society's interventions in shelter, cash, non-food items and protection in aid of refugees, migrants and displaced persons. It is assisting the Uganda Red Cross Society in 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.



Values, power and inclusion

Uganda is characterized by its variety of cultures, languages, social traditions and religious affiliations. After extended periods of violent conflict, the country has not experienced any internal armed conflicts for more than a decade. However, the region as a whole remains volatile, and Uganda sometimes feels the effects of conflicts in neighbouring countries such as South Sudan and the Democratic Republic of Congo.

More than half (56 per cent) of the women in Uganda aged 15–49 have experienced physical violence, sexual violence or both. In 2018, a four-year UN programme known as '2gether 4 SRHR' (sexual and reproductive health and rights) began with the aim of improving sexual and reproductive health in the country. The World Health Organization (WHO) and other partners also support 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 2019 national policy on the elimination of gender-based violence in Uganda can be considered the most instructive legal and policy framework so far on violence against women.

In Uganda, approximately 12 per cent of the population live with a disability, yet they make up 22 per cent of the unemployed

workforce. Approximately 2.5 million children (13 per cent) in Uganda are living with some form of disability, and only 15 per cent of these have access to 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 legislation as a framework to guide planning, resource allocation and the implementation of interventions in an inclusive manner.

Multi-year high level objectives of the National Society

With DG ECHO-IFRC PPP support, the Uganda Red Cross Society will institutionalize community engagement and accountability (CEA) through the development of a CEA strategy and policy. It will also provide referral pathways for comprehensive and holistic care for survivors of sexual and gender-based violence (SGBV) including clinical management of rape, clinical response, and protective care, referrals and procedures. The National Society will also explore financial support options for youth-led actions and initiatives in promoting humanitarian values and fundamental principles.

Planned activities in 2024

- Mainstream CEA in new and existing policies, guidelines and toolkits such as the PSEA policy
 - Include feedback mechanisms in programmes and operations
 - Advocate for protection, gender and inclusion issues with key stakeholders to ensure the needs of vulnerable populations are addressed
 - Link boys and girls affected by disaster to services such as education and child safeguarding services
 - Create awareness on children rights and disseminate child safeguarding policy and referral mechanisms
 - Create awareness on human rights at the community level focusing on empowerment, access to services, participation of young people and key population
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Longer-term support from the IFRC network

The IFRC supports the National Society by providing technical support to the National Society on child safeguarding and the dissemination of policies on the prevention of, and response to, sexual exploitation and abuse. It supports the National Society in ensuring the standard disaggregation of the people targeted, using the sex, age and disability disaggregated data (SADDD), implementation of its protection, gender and inclusion action plan, establishing links with regional protection working groups. The IFRC also provides technical support on the development and implementation of the National Society's community engagement and accountability (CEA) strategy.

ENABLING LOCAL ACTORS

The Uganda Red Cross Society is committed to pursuing its institutional strengthening and 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

Society 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.



Strategic and operational coordination

Multi-year high level objectives of the National Society

The National Society will engage with both existing and new partners to create partnerships of lasting value, with financial sustainability as its goal. The mechanisms for the mobilization of resources from external partnerships shall be strengthened. This focus area will be operationalized through the implementation of the existing resource mobilization strategy.

Longer-term support from the IFRC network

The IFRC supports the Uganda Red Cross Society in enhancing its local resource mobilization by:

- Developing a resource mobilizing strategy based on market study
- Supporting it to grow its private First Aid and ambulance services

It supports the National Society in conducting stakeholder forums with both national and international stakeholders.



National Society development

Multi-year high level objectives of the National Society

- Closely interact with the authorities to strengthen its auxiliary role
- Actively undertake the role of the first responder in emergencies

- Establish a Branch Development framework and position branches as centres of resilience
- Define its auxiliary status with local authorities in positioning its branches in the local humanitarian space

Longer-term support from the IFRC network

The IFRC supports the Uganda Red Cross Society in its engagement with the authorities.



Humanitarian diplomacy

Multi-year high level objectives of the National Society

In the coming years, the National Society will work to ensure that its roles and activities are well communicated to key representatives of humanitarian and development agencies as well as relevant ministries. It will carry out advocacy campaigns through engaging in international events and celebrations. The Uganda Red Cross Society will also utilize its data as evidence for humanitarian diplomacy, public influencing and behaviour change.

Longer-term support from the IFRC network

The IFRC ensures that the Uganda Red Cross Society accesses opportunities for training and peer support in skills and strategy development related to influencing. It also facilitates the leadership of the National Society in key areas of humanitarian and development policy and supports it in influencing decisions and outcomes in inter-governmental forums.



Accountability and agility (cross-cutting)

Multi-year high level objectives of the National Society

- Develop, equip, install, and connect its offices with information and other digital facilities that enable effective communication, collaboration and coordination
- Leverage technology for accurate and timely reporting
- Network its operations by automating critical financial and management operations to branches and regions
- Enhance data protection initiatives by implementing solutions that ensure information and data are safe, secure and responsive to the needs of operations in terms of access, knowledge sharing and confidentiality as relevant

- Enhance the awareness of staff, volunteers, and governance on cybersecurity risks, information security and their impacts through the integration of digital security information with training and advocacy activities

Longer-term support from the IFRC network

The IFRC will conduct systems assessment for the Uganda Red Cross Society and develop a clear roadmap for the realization of the [digital transformation](#) journey. It will continue to provide the National Society with technical and financial support to facilitate its initiatives to increase the National Society's accountability.

THE IFRC NETWORK

The IFRC

The IFRC provides technical and financial support to the Uganda Red Cross Society through the IFRC Juba Country Cluster Delegation, which plays an essential role in providing coordination within and outside the Movement. IFRC operations in Uganda are focused on supporting the National Society financially and technically in emergency operations. The IFRC has also been supporting the Uganda Red Cross Society with enhancing its preparedness and response capacities, using the [Preparedness for Effective Response](#)

(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. In recent years, the IFRC has supported the National Society through several Disaster Response Emergency Fund (DREF) and Emergency Appeal operations in relation to disease outbreaks, population movement, floods, flash floods, landslides and hailstorms. [Two DREF operations](#) were launched in 2023.

IFRC membership coordination

IFRC membership coordination involves working with member National Societies to assess the humanitarian context, humanitarian situations and needs; agreeing on common priorities; jointly developing common strategies to address issues such as obtaining greater humanitarian access, acceptance and space; mobilizing funding and other resources; clarifying consistent public messaging; and monitoring progress. This also means ensuring that strategies and programmes in support of people in need, incorporate clarity of humanitarian action, links with development assistance, and efforts to reinforce National Societies in their respective countries, including through their auxiliary role.

The Uganda Red Cross Society contributes to the implementation 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 Society is also part of the global [Pilot Programmatic Partnership \(PPP\)](#) between the Directorate-General for European Civil Protection and Humanitarian Aid Operations of the European Commission (DG ECHO) and IFRC, with implementation support from the Netherlands Red Cross as lead EU National Society, and the Austrian Red Cross. The IFRC is providing technical support in the green response and overall coordination support.

The **Austrian Red Cross** is a partner in the DG ECHO-IFRC [Pilot Programmatic Partnership \(PPP\)](#) in support of the Uganda Red Cross Society. Focused on emergency response, recovery, and long-term development, it partnered with the Uganda Red Cross Society in 2017 during an Emergency Response Unit project. Over the years, the collaboration has

expanded, encompassing projects to enhance emergency response capacities, develop water and sanitation structures, manage waste, and promote gender and inclusion themes within programming.

The **Belgian Red Cross (Flanders)** offers nationwide support in Uganda, with a focus on disaster-prone areas and initiatives in disaster risk management, health, and migration. Meanwhile, the **German Red Cross** concentrates on the West Nile region, Arua, and Moyo, providing support in climate change, disaster risk management, health, and migration.

The **Kuwait Red Crescent** assists the Uganda Red Cross Society with health and First Aid services nationwide.

The **Netherlands Red Cross** serves as the lead EU National Society in the DG ECHO-IFRC [Pilot Programmatic Partnership \(PPP\)](#) in support of the Uganda Red Cross Society. It has been collaborating with the Uganda Red Cross Society since 2005. With a presence in the country, it is supporting the National Society in the development of data products to strengthen early warning early action mechanisms. This includes trigger development and the integration of forecast-based action into multi-hazard district contingency plans. Other support provided comprises community health; and water, sanitation, and hygiene for refugees and host communities, as well as epidemic and cash preparedness.

The **Swedish Red Cross** focuses on supporting the National Society through activities undertaken by its Moyo branch, West Nile. Areas of support include climate change, disaster risk management and health.

Participating National Society Support

National Society name	Funding Requirement	Climate	Disasters and crises	Health and wellbeing	Migration	Values, power and inclusion	Enabling local actors
Austrian Red Cross	3.3M				●		●
Belgian Red Cross	992,000		●	●	●	●	●
German Red Cross	850,000			●	●		●
Netherlands Red Cross	1.1M	●	●				●

Total Funding requirement

6.2M

Movement coordination

The Uganda Red Cross Society engages with the IFRC, the International Committee of the Red Cross (ICRC) and participating National Societies for optimal Movement coordination. The National Society hosts monthly operational coordination meetings, chaired by the Disaster Management Director. 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 (SMCC) principles, and the newly adopted [Seville Agreement 2.0](#).

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



Uganda Red Cross volunteers conducting a mobile cinema session as part of the community epidemic and pandemic preparedness, in November 2023 (Photo: IFRC)

Coordination with other actors

The Uganda Red Cross Society has a well-established role as an auxiliary to the government, actively participating in national-level emergency and disaster planning and response. During national and regional emergencies, the Uganda Red Cross Society receives support from non-movement actors (UN, private corporations, and business), and the government of Uganda.

Within the framework of disaster risk reduction in Uganda, the national disaster risk reduction platform serves as a coordinating body for disaster prevention, preparedness, response, and recovery efforts. The National Society is a member of this platform, which also houses the national task force of public health emergencies under the Ministry of Health. This task force, chaired by the Ministry of Health Director General of Health Services, oversees emergency preparedness and response. 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. It is also member of the district disaster management committee.

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.

In the southwest of Uganda, the Office of the Prime Minister and UNHCR lead the coordination of partners for the humanitarian refugee response. Nineteen agencies, including local government and non-government organizations, are involved in these efforts. Emergency coordination meetings chaired by UNHCR are held at 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 established mechanisms, referral pathways, and tools such as the 4W matrix.

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. It is also a member of the Comprehensive Refugee Response Framework. In the population movement response, the National Society is taking the lead on the provision of safe water and the installation of sanitation facilities.

Moreover, the Uganda Red Cross Society actively participates in the national One Health coordination structure, collaborating through projects like the IFRC and USAID-supported CP3 project and with partners in the Global Health Security Agenda.



The International Federation of Red Cross and Red Crescent Societies (IFRC)

is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 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.

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](#)
- [Evaluations database](#)

This plan reflects the priorities of the Ugandan Red Cross, the IFRC and National Societies providing international support, for 2024 and subsequent years. It is aligned with IFRC [Strategy 2030](#), representing the collective ambitions of IFRC membership, and is the result of a joint planning process and will serve for joint monitoring and reporting. It will be revised on an annual basis to adjust priorities and funding requirements to the needs in-country.

Contact information

Uganda Red Cross Society

redcrossug.org

Papemoussa Tall

Head of Delegation
IFRC Country Cluster Delegation
for South Sudan,
Uganda & Tanzania,
Juba
T 211 9121 79511
papemoussa.tall@ifrc.org

Louise Daintrey

Head of Strategic Partnerships
& Resource Mobilization
IFRC Regional Office for Africa,
Nairobi
T +254 110 843978
louise.daintrey@ifrc.org

Sumitha Martin

Lead
IFRC Global Strategic Planning
& Reporting Centre
New Delhi
sumitha.martin@ifrc.org