

International Rescue Committee Uganda: Strategy Action Plan



A Oberstadt / IRC



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COMMITTEE

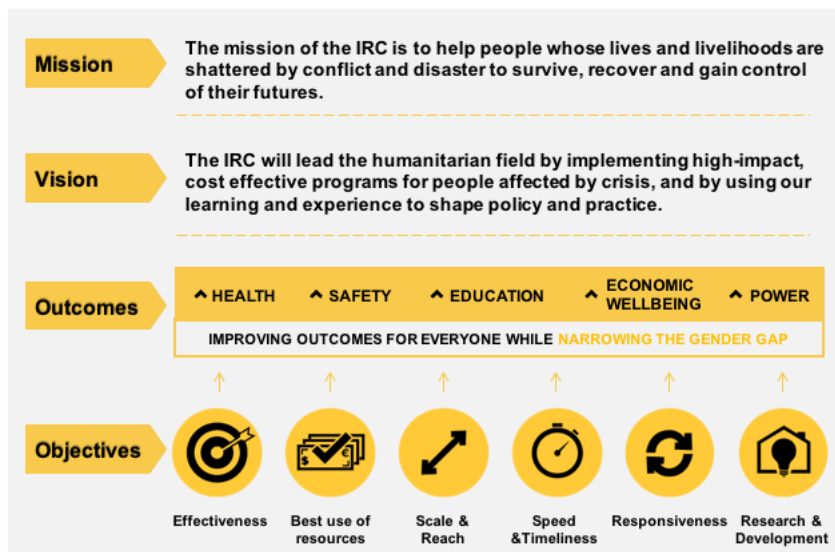
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IRC2020 GLOBAL STRATEGY OVERVIEW

The International Rescue Committee's (IRC) mission is to help the world's most vulnerable people survive, recover, and gain control of their future. The aim of the IRC's global strategy, IRC2020 (see right), is to make measurable improvements in health, safety, education, economic wellbeing, and decision-making power. Therefore, the IRC has made investments to design more effective programs, use resources more efficiently, reach more people more quickly and better respond to beneficiaries' needs.



UGANDA OVERVIEW

Since emerging from decades of conflict in 2008, Uganda has taken steps towards achieving its development goals. Progress has been complicated by a booming, young population, rapid urbanization, and persistent humanitarian challenges, placing substantial pressure on basic services and infrastructure.

In addition to recurrent natural disasters like drought, floods, and landslides, Uganda is also a host to over 1.3 million refugees. In late 2016 and 2017, Uganda saw an influx of over 0.8 million refugees from South Sudan due to armed violence and political unrest. While the influx has since slowed down, Uganda continues to see over 17,000 new arrivals monthly driven by insecurity in DRC and South Sudan.

Uganda has some of the most progressive refugee policies of any nation, allowing freedom of movement and the right to work, however the available services, economic opportunities, and capacity of settlements and surrounding villages is being overwhelmed. There is a need for an improved protective environment for refugees, as well as improved services that prevent and respond to violence and provide knowledge of refugee rights and available services. With many refugees seeing a return to their home countries as unlikely, the expanding refugee population is increasingly requesting for access to economic opportunities.

Furthermore, Uganda lags behind in some SDG indicators, particularly regarding maternal

health and communicable disease. Diseases like AIDS, tuberculosis, and malaria are the leading causes of death, and are exacerbated by the refugee influx. In addition, the outbreak of Ebola in the DRC that began in early 2018 creates a possible threat to Uganda as the country continues to receive refugees from DRC.

There is critical need to establish long-term funding streams to ensure high quality programming, as only 16% of the \$386.2M USD required for the overall response has been raised as of mid-2019. The IRC's strategy for Uganda illustrates its commitment to improving the health, safety, and economic wellbeing of crisis-affected people in Uganda, including both refugees and host communities.

IRC'S STRATEGIC PROGRAMMING

The IRC began working in Uganda in 1998 in response to conflict in the north which led to the displacement of over a million Ugandans. Over the past 20 years the IRC has improved the health, safety, economic wellbeing, education and decision-making power of Uganda's most vulnerable. Through the end of 2020, the IRC's new strategy in Uganda will prioritize improving health, safety, and economic wellbeing (see Figure 1).

The IRC will prevent and treat key reproductive, communicable, and child health issues, primarily targeting mothers, children, and adolescent girls. Building capacity for community-centered care will reduce child morbidity and mortality linked to pneumonia, malaria and diarrhea. The IRC will provide primary, nutrition, and reproductive health services for refugees, increase immunization coverage through innovative approaches, and will strengthen local health systems with trainings and the provision of supplies. The IRC will also invest in Ebola prevention in at-risk regions, with a focus on protection and infection prevention and control.

Refugees have significant protection needs and face continued physical insecurity. The IRC will regularly

monitor and assess risks, share information effectively with the community, provide access to justice to those with legal needs and specific provisions for the most vulnerable, and establish community structures to create more protective space. As new arrivals are overwhelmingly women and children, the IRC will focus on the prevention and response to violence, through running women and girls' centers, providing psychosocial support, case management and community outreach, strengthening referral pathways, and organizing specific programming aimed at men and adolescent girls.

Building upon its expertise in economic wellbeing, the IRC will provide cash, business skills development, start-up grants, and income generation support to ensure beneficiaries have the skills, tools, and opportunities to earn income and become self-reliant.

Given the IRC's commitment to gender equality and equal outcomes for women, girls, men, and boys, the IRC will continue to serve mainly women and children. The IRC will develop and incorporate tailored approaches to meet the unique needs of women, girls, men, and boys across all programming areas.

Figure 1: Priority Outcomes and Future Programs

	Priority Outcomes in Uganda	Future Programs
HEALTH	<ul style="list-style-type: none"> > Women and adolescent girls are protected from and treated for complications of pregnancy and childbirth > Children are protected from and treated for communicable diseases 	<ul style="list-style-type: none"> > Improve access to maternal health services > Scale-up immunization services to cover more communities > Ensure healthcare providers have the tools and skills needed to serve refugees and host communities
SAFETY	<ul style="list-style-type: none"> > People are safe in their communities and receive support when they experience harm > People are safe in their homes and receive support when they experience harm 	<ul style="list-style-type: none"> > Provide quality protection monitoring, access to justice, case management, and psychosocial support, community self-governing structures, and prevent and respond to violence both in the home and community
ECONOMIC WELLBING	<ul style="list-style-type: none"> > People generate income and assets 	<ul style="list-style-type: none"> > Provide start-up grants for small businesses along with trainings in business skills and financial literacy > Improve value chains and market linkages in strategic sectors

COMMITMENTS FOR IMPACT

In order to maximize impact and achieve its priority outcomes, the IRC in Uganda is making new investments to improve program effectiveness, use resources more efficiently, be more responsive to beneficiaries and partners, reach more people, and react more quickly when crisis strikes.

Figure 2: Commitments to Ensure Impact



Outcomes, Evidence, and Measurement

- > Use Theories of Change in project design and make reference to evidence in all proposals
- > Measure, track, and analyze key indicators aligned with the IRC's Outcomes and Evidence Framework over time, and regularly identify corrective actions/solutions based on data and evidence
- > Contribute both to the IRC and global evidence base



Context Adaptability

- > Conduct analysis of the stakeholders, conflict and gender dynamics and mitigation of program risks to do no harm
- > Conduct comprehensive analysis of the stakeholders, conflict and gender dynamics to address root causes, anticipate changes in the context, and proactively adapt implementation



Client Responsiveness

- > Systematically and deliberately collect client feedback
- > Ensure beneficiaries collaborate in key strategic decisions
- > Improve IRC's accountability to beneficiaries by scaling up at least one standard accountability mechanism and improving best practices in addressing concerns.



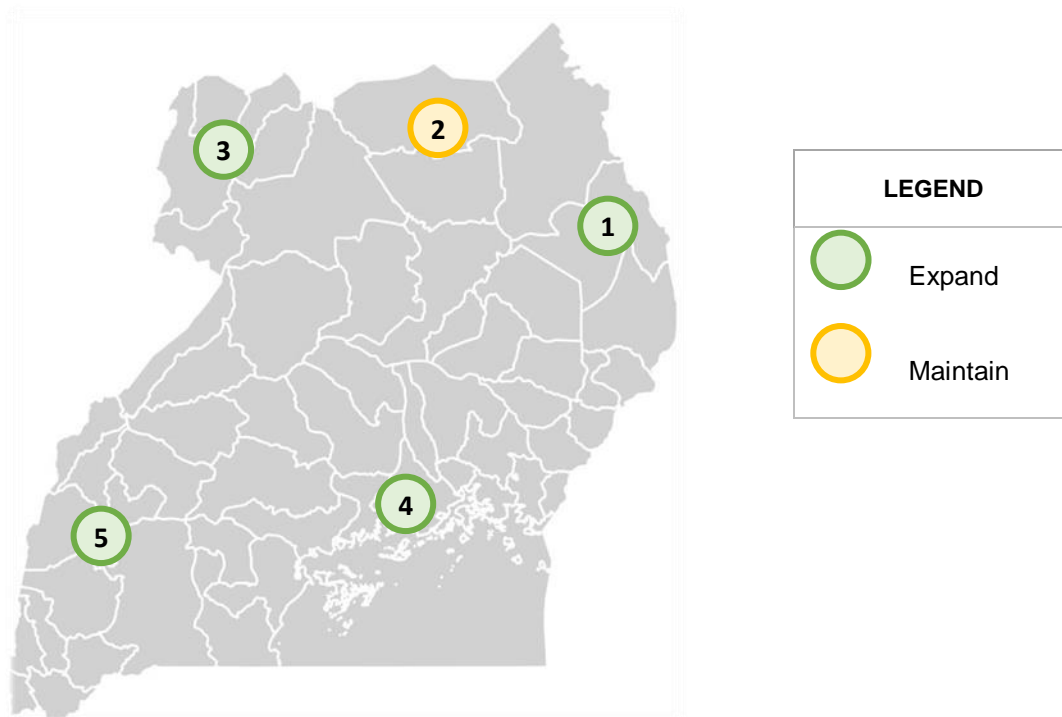
Decision Making and Learning

- > Use a range of project data, past learnings, and other sources of information to inform key decisions that improve program delivery, both in meetings and as a part of everyday routines.
- > Conduct regular meetings across the project cycle to bring project staff and country leadership together to make these decisions.
- > Hold assigned parties accountable for ensuring that planned actions to improve program delivery are carried through to completion..

IRC'S STRATEGIC PRESENCE

From now until the end of 2020, the IRC will maintain and expand its presence in sites across Uganda based on an analysis of where the greatest need is and where the IRC can create the biggest impact.

Figure 3: The IRC's Geographic Transitions in Uganda



Location		Geographic Transition
1	Karamoja	Expand programs beyond economic wellbeing and health outcomes in line with evolving needs, while developing new partnerships
2	Acholi	Provide quality health services while monitoring the need for additional IRC interventions
3	West Nile	Explore new programming opportunities and expansion into new settlements or sectors while promoting collaboration with local partners and the government
4	Kampala	Expand programs beyond economic wellbeing interventions to reach more urban refugees, in line with evolving needs
5	Western Uganda	Respond to the recent Congolese influx and Ebola prevention efforts based on needs



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The IRC in Uganda



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