International Rescue Committee
Uganda: Strategy Action Plan

Issued July 2018
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 1.4 million refugees. Most recently, Uganda has seen an influx of over a million refugees from South Sudan, due to armed violence and political unrest since July 2016. 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 and capacity of settlements and surrounding villages to accommodate them is being overwhelmed.

There is a rising need for an improved protective environment for refugees, as well as safe communities with services that prevent and respond to violence and provide knowledge of refugee rights and available services.

Furthermore, Uganda has not reached all of its Millennium Development Goals, particularly regarding maternal health and communicable disease. Women’s health is especially poor - at least a third of women who survive childbirth are left with chronic and debilitating health conditions such as fistulae. Communicable diseases like AIDS, tuberculosis, and malaria are the leading causes of death, and are exacerbated by the refugee influx.

Pressing health needs are compounded by widespread poverty among refugee and host populations, as well as various shocks such as drought, floods, and livestock disease outbreaks.

There is critical need to establish long-term funding streams to ensure high quality programming, as only 7% of the $694.94M USD required for the overall response has been raised as of mid-2018. The IRC’s new 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 technology, and strengthen local health systems with trainings and the provision of critical supplies.

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 (82%), 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.

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**Figure 1: Priority Outcomes and Future Programs**

<table>
<thead>
<tr>
<th>Priority Outcomes in Uganda</th>
<th>Future Programs</th>
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<tbody>
<tr>
<td><strong>HEALTH</strong></td>
<td></td>
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<tr>
<td>&gt; Women and adolescent girls are protected from and treated for complications of pregnancy and childbirth</td>
<td>&gt; Improve access to maternal health services &lt;br&gt; &gt; Scale-up immunization services to cover more communities &lt;br&gt; &gt; Ensure healthcare providers have the tools and skills needed to serve refugees and host communities</td>
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<tr>
<td>&gt; Children are protected from and treated for communicable diseases</td>
<td></td>
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<tr>
<td><strong>SAFETY</strong></td>
<td></td>
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<tr>
<td>&gt; People are safe in their communities and receive support when they experience harm</td>
<td>&gt; 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</td>
</tr>
<tr>
<td>&gt; People are safe in their homes and receive support when they experience harm</td>
<td></td>
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<tr>
<td><strong>ECONOMIC WELLEBING</strong></td>
<td></td>
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<tr>
<td>&gt; People generate income and assets</td>
<td>&gt; Provide start-up grants for small businesses along with trainings in business skills and financial literacy &lt;br&gt; &gt; Improve value chains and market linkages in strategic sectors</td>
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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*

**Effectiveness – 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

**Effectiveness – 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

**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.
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*

<table>
<thead>
<tr>
<th>Location</th>
<th>Geographic Transition</th>
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<tbody>
<tr>
<td>Karamoja</td>
<td>Continue to improve economic wellbeing and health outcomes while developing new partnerships</td>
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<tr>
<td>Acholi</td>
<td>Provide quality health services while monitoring the need for additional IRC interventions</td>
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<tr>
<td>West Nile</td>
<td>Explore new programming opportunities and expansion into new settlements or sectors while promoting collaboration with local partners and the government</td>
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<tr>
<td>Kampala</td>
<td>Expand programs beyond economic wellbeing interventions to reach more urban refugees, in line with evolving needs</td>
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<tr>
<td>Western Uganda</td>
<td>Respond to the recent Congolese influx based on needs</td>
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The IRC in Uganda

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