

International Rescue Committee Uganda: Strategy Action Plan





P Biro / IRC

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 and rapid urbanization, placing substantial pressure on basic services and infrastructure.

At the same time, Uganda is confronting persistent humanitarian challenges. In addition to recurrent natural disasters like drought, floods, and landslides, Uganda is also a host to hundreds of thousands of refugees from neighboring countries. Uganda has incorporated refugees into national development plans and maintains

some of the most progressive refugee policies of any nation, allowing freedom of movement and the right to work.

Although there have been gains in certain areas, Uganda did not reach all of its Millennium Development Goals, particularly regarding maternal health and communicable disease. Women's health in Uganda is especially poor - at least a third of women who survive childbirth are left with chronic and debilitating health conditions such as fistulae. Furthermore, communicable diseases like AIDS, tuberculosis, and malaria are the leading causes of death.

Pressing health needs are compounded by widespread poverty; today over eight million Ugandans still live in absolute poverty. Low literacy and numeracy skills as well as a dearth of market-relevant competencies prevent access to economic opportunities for many people. In rural communities where infrastructure is weak, displaced people and refugees are especially marginalized.

The IRC's new strategy for Uganda illustrates its commitment to improving the health, education and economic wellbeing of crisis-affected people in Uganda, both refugees and host communities.

IRC'S STRATEGIC PROGRAMMING

The IRC's 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 18 years the IRC has improved the health, safety, economic wellbeing, education and decision-making power of Uganda's most vulnerable people.

Through the end of 2020, the IRC's new strategy in Uganda will prioritize improving health, education and economic wellbeing (see Figure 1). The IRC will continue to serve mainly women and children.

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 increase immunization coverage through innovative approaches and the use of technology, and will strengthen local health systems with trainings and provision of critical supplies, like pharmaceuticals.

Building upon its expertise in education and economic wellbeing, the IRC will provide 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. The IRC will improve employability specifically for refugees and other vulnerable groups by addressing skills gaps and developing social and emotional skills. Complementary programs will help farmers improve the value of their produce and increase their access to markets and promote private sector partnerships to increase employment opportunities.

The IRC's commitment to gender equality strives for equal outcomes for women and girls, and men and boys. To narrow the gender gap, the IRC will ensure tailored approaches to meet the unique needs of women and girls, men and boys across all programming areas. Building upon lessons learned, the IRC will incorporate gender-focused components into health, peacebuilding, and economic development programs.

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
EDUCATION	<ul style="list-style-type: none"> > 15 - 24 year olds have high levels of market-relevant livelihoods skills, literacy and numeracy skills, and social and emotional skills, according to their developmental potential 	<ul style="list-style-type: none"> > Provide literacy, numeracy, and emotional skills training to improve employability
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 > 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. The IRC made the following commitments to strengthen programming and improve the lives of the people it serves in Uganda.

Figure 2: Commitments to Ensure Impact



Effectiveness

- > Establish a unified monitoring, evaluation and learning system
- > Pilot at least two new evidence based programming models and introduce program innovations for at least one priority outcome



Best Use of Resources

- > Develop annual procurement plans, which will be reviewed and updated quarterly, to reduce procurement delays for supplies that cannot be locally sourced from specific geographical areas



Responsiveness

- > Further involve stakeholders in the design and implementation of programming through community consultations, project design review workshops and systematic beneficiary exit interviews and surveys
- > Improve the IRC's accountability to beneficiaries by developing and rolling out standard accountability mechanisms across programs



Scale & Reach

- > Build and strengthen relationships with partners and increase participation in consortia for greater geographic reach
- > Increase reach through communication of program design, targeted outreach and incentive structures



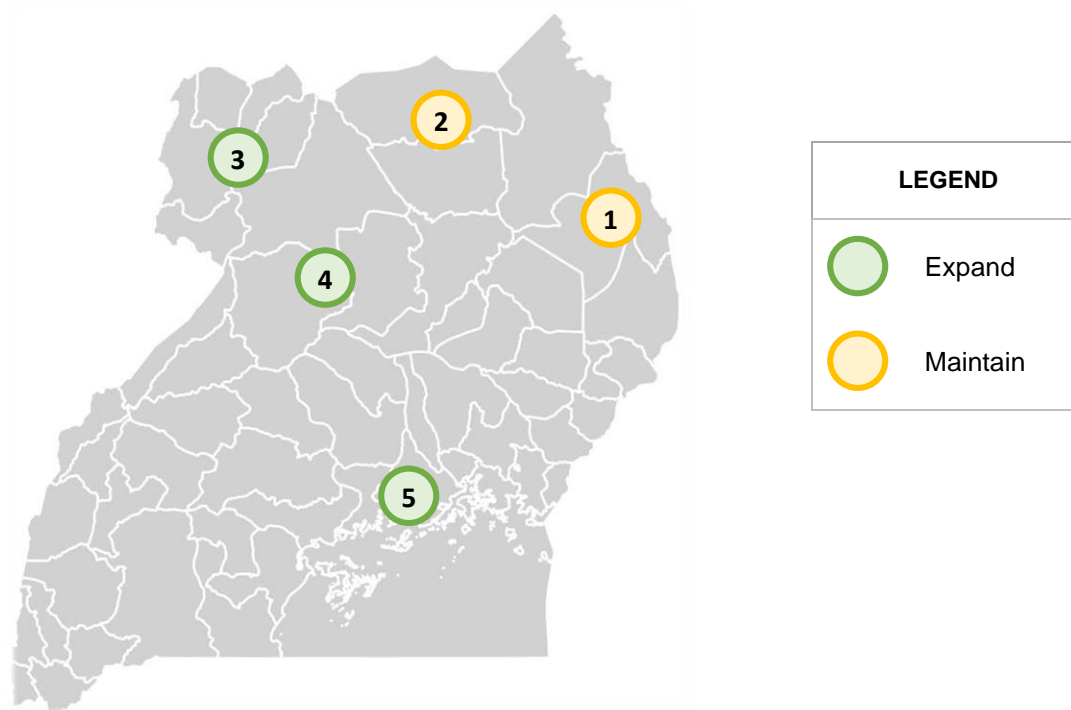
Speed & Timeliness

- > Strengthen the Country Emergency Team to be ready when crisis strikes
- > Secure and raise flexible funds to facilitate the delivery of emergency interventions within 72 hours

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	Continue to improve economic wellbeing, health and safety outcomes, while developing new partnerships
2	Acholi	Build the capacity of local organizations to provide quality health and economic wellbeing 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	Kiryandongo	Scale up existing health programs and introduce interventions to improve economic wellbeing
5	Kampala	Expand programs beyond economic wellbeing interventions to reach more urban refugees, in line with evolving needs



P Bitro / IRC

The IRC in Uganda

 Angela Rugambwa, Country Director
Angela.Rugambwa@rescue.org

 [Rescue.org/where/Uganda](https://www.rescue.org/where/Uganda)



INTERNATIONAL
RESCUE
COMMITTEE