



# URCS STRATEGIC PLAN 2021-2025



ABRIDGED  
VERSION

JANUARY 2021





## HUMANITY

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect human life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all people.



## IMPARTIALITY

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.



## NEUTRALITY

In order to continue to enjoy the confidence of all, the movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.



## INDEPENDENCE

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.



## VOLUNTARY SERVICE

It is a voluntary relief movement not prompted in any manner by desire for gain.



## UNITY

There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry its humanitarian work throughout its territory.

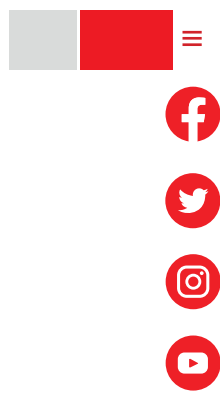


## UNIVERSALITY

The International Red Cross and Red Crescent Movement. In which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

# TABLE OF CONTENTS

FUNDAMENTAL PRINCIPLES	1
LIST OF FIGURES AND TABLES	2
FOREWORD BY THE CHAIRMAN – CENTRAL GOVERNING BOARD	3
STATEMENT BY SECRETARY GENERAL	4
ABOUT URCS	5
<b>STRATEGIC DIRECTION</b>	<b>7</b>
Background to the Strategy	7
Foundation to the 'Sustainability Strategy'	8
Alignment with Global, Regional and National Development Agenda	9
Introduction to URCS Strategic plan 2021- 2025	11
Strategic Elements and Key Focus Areas	12
Core values	13
Strategic Focus Areas	14
<b>PRIORITY OBJECTIVES, STRATEGIES AND ACTIONS</b>	<b>15</b>
KFA1: Institutional Strengthening	15
KFA2: Membership and Branch Development	18
KFA3: Partnerships and Resources Mobiliation	20
KFA: Program Sustainability	22
<b>PERSPECTIVE AND STRATEGY MAP</b>	<b>24</b>
<b>IMPLEMENTATION ARRANGEMENT</b>	<b>25</b>
<b>REVENUE GENERATION AVENUE</b>	<b>27</b>
<b>CRITICAL SUCCESS FACTORS</b>	<b>28</b>
<b>MONITORING AND EVALUATION OF PLAN</b>	<b>29</b>
<b>IMPLEMENTATION ARRAGEMENT</b>	<b>33</b>
<b>ALIGNMENT OF STRUCTURE AND STAFF</b>	<b>34</b>
<b>RISK ANALYSIS AND MANAGEMENT</b>	<b>36</b>
<b>STRATEGIC PLAN 2021-2025 SUCCESS OUTLOOK</b>	<b>37</b>
<b>STRATEGIC PLAN 2021-2025 ONE PAGER</b>	<b>38</b>



# LIST OF FIGURES AND TABLES



## LIST OF FIGURES

Figure 1 : Map of Uganda showing URCS Branches

Figure 2 : Strategic Elements and Key Focus Areas

Figure 3 : Annualized Investment (UGX Shs BNs)

Figure 4: Distribution of Budget over 5 years Strategy period

Figure 5: Strategic Plan 2021-2015 Success Outlook

Figure 6: URCS Strategic Plan- One – Pager

## LIST OF TABLES

Table 1: Description of URCS Core Values

Table 2: Strategic Focus Area and Intended Results

Table 3: Strategic and priority Initiative for Institutional Strengthening

Table 4: Strategic and priority Initiative for Branch & Membership Development

Table 5: Strategic and priority Initiative for Partnership & Resource mobilization

Table 6: Strategic and priority Interventions for Program Sustainability

Table 7: High – Level Result Framework/Matrix



# FOREWORD - CHAIRMAN, CENTRAL GOVERNING BOARD



On behalf of the Uganda Red Cross Governance, I am happy to celebrate with management the achievement of such a great milestone at such an opportune time. I thank the Secretary-General and his team for the rigour and tireless effort dedicated towards the development of this strategic plan 2021-2025.

I also want to appreciate the process and approach used especially the consultation undertaken while involving the stakeholders at local, national and international levels. This creates a sense of ownership and support towards the implementation of the strategy.

As for governance, our involvement in both the recent and current strategy development is an honour in fulfilment of our oversight role and support to management while delivering on the Red Cross cause in Uganda.

This has been reviewed, approved and we look forward to participating in the performance monitoring of this strategic plan.

The board is very much interested in supporting management to raise more resources for the successful implementation of this strategy and therefore, we commit to walking this journey together with all stakeholders to the end.

Our desire is to see branch development and growth, governance structures at branch level strengthened, management processes and capabilities enabled and resources raised to respond to the needs of people through delivering the Red Cross Core services as per the Red Cross mandate.

I thank all partners and stakeholders who continue to support the work of the Red Cross in Uganda and pray that we will be able to work together to implement this strategy with zeal, passion and dedication.

Thanks to my fellow members of the Central Governing Board, the Branch Governing Boards, Staff, volunteers/members and all partners for the support provided during the development of this Strategic plan. Your effort has led us this far.

Cheers.

**Dr. Halid Kirunda**

**CHAIRMAN CENTRAL GOVERNING BOARD**





What affects our Public image grossly affects our reputation and Confidence. The story is different today! We have strong internal systems and capabilities, have revitalized the volunteer base, branch network and functionality, governance and management structures enabled, partner trust and public engagement rekindled, and now the Red Cross is up to scale programming to build resilient communities that can mitigate and respond to disasters/emergencies affecting them.

The URCS Strategy 2021-2025 is premised on four key result areas;

- A well-functioning and responsive National Society,
- Sustainable Volunteer, Membership and Branch structures,
- Sustainable partnerships and adequate resources for core services and institutional sustainability, and
- Improved resilience and wellbeing of communities

To all Uganda Red Cross Society Stakeholders, I am delighted to present to you our Strategic Plan 2021-2025. This is our winning aspiration dubbed "from recovery to sustainable development." Uganda Red Cross just completed implementing a four-year strategy 2017-2020 code-named "recovery plan; i.e. recovery from a governance and leadership crisis that hit the National Society around 2013 - 2014.

The process of developing this new Strategic Plan was a vigorous and consultative approach from all stakeholders. I want to appreciate the support from the Uganda Red Cross Governance Structures, Branch network, Staff, Volunteers, Partners, the Government of Uganda the Red Cross Movement family and all efforts from across the board. Your contributions have made this a success and here we are, to roll it out.

The ended strategy (2017-2020) focused on rebuilding systems, structures and processes to guarantee efficient and effective operations. With new systems in place, new leadership (Governance and Management), a great team of advisors, supportive Red Movement Cross family, Uganda Government, Development partners, the UN family, Corporates and all other partners the Uganda Red Cross has successfully gone through transition and today, I am happy to mention that we are a stable Red Cross, fully recovered to deliver on our mandate and do business with all stakeholders in delivering quality humanitarian services.

The current global trends and local focus requires a world where teams come together for the good of others. With all your support, Uganda Red Cross is destined for greatness. We are everywhere for everyone; ever-present hope in times of need.

The power of the Red Cross lies in the command of a unique global mandate that drives our mission and vision towards serving humanity. It is against that background that the Red Cross focuses on serving the affected communities, with roots anchored on Public Trust and Good Will.

The strategy is not another document but a commitment to saving lives and promoting human dignity in the service of humanity.

**Robert Kwesiga**  
**Secretary General - URCS**



# ABOUT URCS

The Uganda Red Cross Society (URCS) is a membership humanitarian organization in Uganda with over 450,000 registered members and volunteers as of the end of 2019, working in 51 Branch Offices spread across the country, as illustrated in the map below.

It was incorporated in 1964 by an enactment of the Red Cross Act, Cap 57 of the laws of Uganda. Thereafter, it was admitted as a member of the International Federation of Red Cross and Red Crescent in 1965.

The NS is a member of the Red Cross/Red Crescent movement, subscribing to the principles of the International Federation of Red Cross (IFRC) and Red Cross Crescent.

Besides, URCS collaborates with a diversified portfolio of partners including the Government of Uganda, the United Nations, Red Cross National Societies, Civil Society Organizations, and private corporate entities among others.

**URCS comprises:**

**Registered Members and volunteers**  
**450,000**

**Beneficiaries**  
**1,500,000**

**Branches**  
**51**

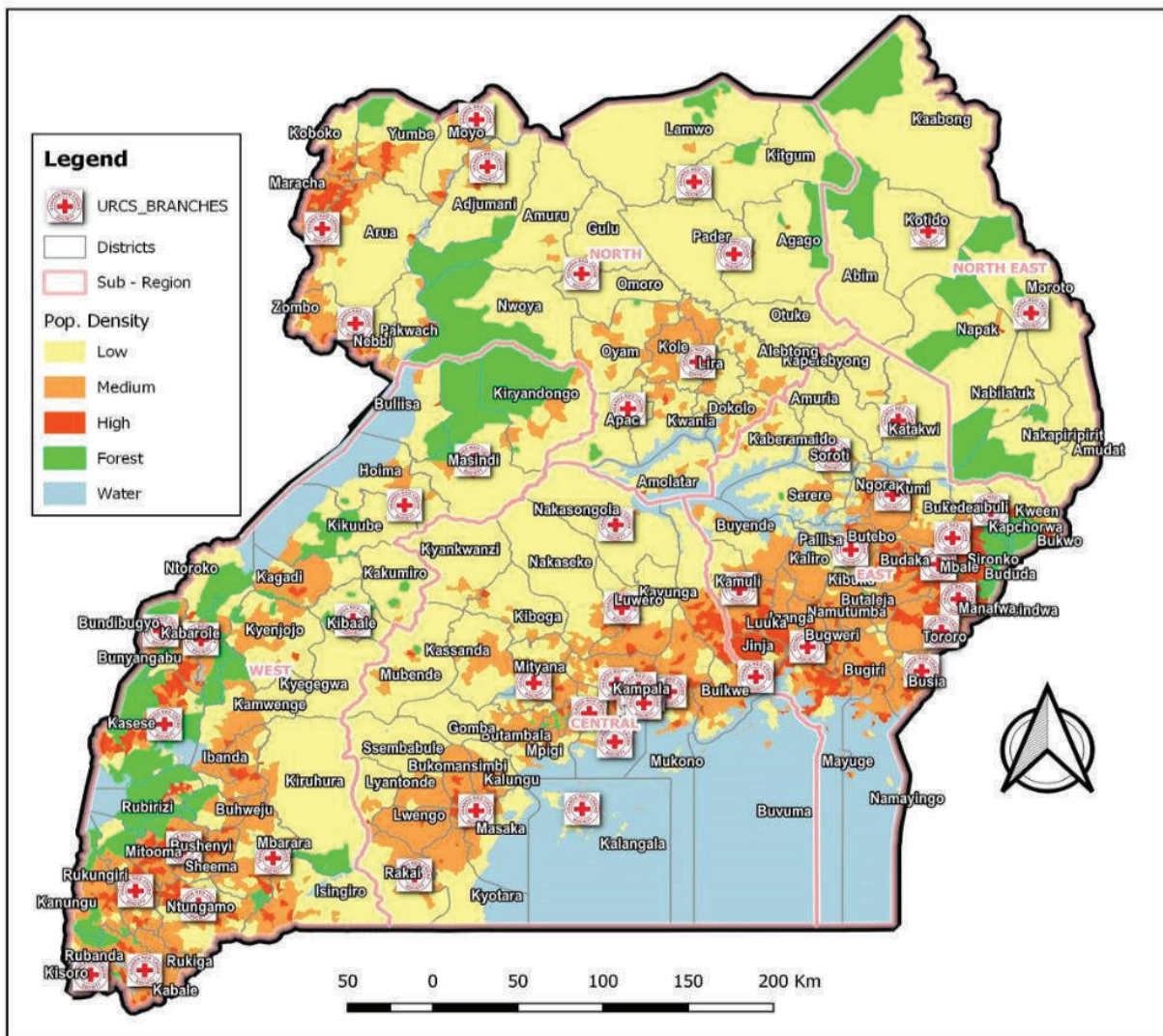


Figure 1: Map of Uganda showing URCS Branches



# 1.0 STRATEGIC DIRECTION

## 1.1 BACKGROUND TO THE STRATEGY

### Pathways from the preceding Strategies to the Recovery and sustainability strategies.

The Development of the **Strategic Plan 2021-2025** is benchmarked on lessons from the implementation of the preceding **Strategic Plan 2017-2020** and **URCS 2016 Plan of Action (POA)** which was a recovery phase meant to stabilize and rebrand the National Society. The new strategic plan is also guided by Government policies and Development priorities, the International Federation of the Red Cross and Red Crescent strategy, Global sustainable Development Goals and the URCS mandate towards Humanitarian and Development interventions to the population affected or at risk of crises.

The tenets of the 2017-2020 strategy dubbed **“The Recovery Strategy”** including but not limited to systems rebuilding, statute and policy review, re-building the Red Cross brand, financial recovery, leveraging on our auxiliary role, as well as reclaiming our national humanitarian space. With dedicated management and strong governance-notwithstanding the challenges during implementation of the strategy, URCS regained partner confidence of donors and stakeholders: Red Cross family, the UN family, Multilateral and Bilateral Donors, the Corporates and Government of Uganda. Hence, URCS registered an increase in resources mobilized from UGX 26.6 billion in 2017 to UGX 70 billion in 2020 to capacitate it to deliver humanitarian services to the population affected or at risk of crises.

The above successes were enabled by; improving business processes and delivery model (enterprise-based approaches), governance realignment, strong management, supportive partners, clear mandates, reinvigorating volunteer membership and Branch structures.

#### Some of the key lessons learnt include;

- Effective measurement of performance of the strategic plan not only requires the setting of realistic targets but an estimation of baseline indicators.
- Empowerment of management and staff is a key ingredient in fostering high performance.
- To attract increasing partnership and financing, the strategic plan for the national Society should be aligned with the global, regional and national development agenda.
- Public image and trust is a critical unique resource for attracting and sustaining strategic partnerships.
- The core services are a cornerstone for the NS with or without running programs. Mechanisms should be put in place to enhance and sustain the capacity of the NS to deliver the core services.
- Humanitarian activities are highly dependent on collaborations and partnerships; the building of strategic partnerships should be prioritized.



## 1.2 FOUNDATION TO THE SUSTAINABILITY STRATEGY

The drafting and formulation of a new strategy was premised on the strong structural background and reliable financial base. The URCS Strategic plan 2021-2025 is focused on:

- 1) Financial Sustainability,
- 2) Institutional Sustainability,
- 3) System Consolidation, and Service Delivery.

Suffice to note that the last year of implementation of the 2017-2020 strategy and formulation of this succeeding strategy was challenged by the outbreak of the global pandemic - COVID-19. The missing middle for the recovery strategy which are focus areas for the new strategy including but not limited to:

- **Institutional sustainability;** Consolidating and mainstreaming enterprise risk Management, rolling out Information Communication Technology systems, resource mobilization capacities for non-earmarked resources, Estates and Assets Management Systems, rolling out Performance Monitoring, Evaluation and Reporting System, and resource tracking system for branches.
- **Branch Development;** Branch capacity gaps with respect to human resources, financial sustainability, estates management, digital transformation and sustainability of Membership and volunteer management.
- **Partnerships;** Consolidating public trust and confidence, partnership sustainability, capacity to absorb funds and pitfalls is the grants management system.
- **Responsive Programming and Service Delivery;** Reporting and knowledge management, skewed first aid knowledge and skills, program sustainability, inadequate of harmonization in design, planning and implementation of programs, inadequate disaster risk reduction intervention for high-risk communities and timeliness in response.



***Saving Lives,  
Building Human  
Dignity***

## 1.3 ALIGNMENT WITH GLOBAL, REGIONAL AND NATIONAL DEVELOPMENT AGENDA

The strategic plan provides a platform for the domestication of the international development agenda such as the agenda 2030 (sustainable development goals –SDGs), and IFRC strategy 2030, among others in priorities of the NS. The Strategic plan also aligns with the National Development Frameworks.

Sustainable Development Goals (SDGs): SDGs or simply Agenda 2030 is a global plan of action for people, planet, and prosperity. The strategic plan priorities interventions that are linked and contribute to SDGs;

- *Protection and provision of life-saving services to displaced persons, which will contribute to Goal 2 – “Zero hunger, achieve food security and improve nutrition, and promote sustainable agriculture”.*
- *Provision of health and social services, which contribute to Goal 3 – “Good health and well-being”.*
- *The strategy proposes the delivery of emergency and development of WASH interventions, which contributes to Goal 6 – “Clean water and sanitation”.*
- *The strategy proposes innovative intervention that will increase the community's access to and adoption of energy-saving livelihoods, which contributes to Goal 7 - “Affordable and clean energy”.*
- *The strategy proposes interventions of providing shelter. This is driven by locally available resources in both urban and rural settings. This contributes to achievement to Goal 11 – “Sustainable cities and communities”*
- *It also proposes deliberate interventions geared towards the protection of the environment and sustainable use of natural resource, which will contribute, to Goal 13 – “Climate action”.*



*URCS volunteers support an emergency casualty onto a Stretcher*

## INTERNATIONAL FEDERATION OF THE RED CROSS AND RED CRESCENT (IFRC) STRATEGY 2030:

**THE IFRC 2030 STRATEGIC DIRECTION;**- To build strong and resilient National Societies that will commit to being there when needed to meet the needs of the most vulnerable people, rhymes well with the theme of the National Society's strategic plan of sustainability.

The IFRC strategy 2030 aligns humanitarian response priorities of the Red Cross and Red Cross Crescent to relevant SDGs, the Sendai Framework, and the Green response. By aligning the NS strategic plan to IFRC strategy 2030, the NS has simultaneously linked the strategic plan 2021-2025 to the SDGs and the priorities of IFRC Global Plan 2021. The key investment areas of IFRC strategy are climate and environmental crises, evolving crises and disasters, growing gaps in health and wellbeing, migration & identity. The strategic plan is linked to these programmatic areas which the national society had prioritized.

**NATIONAL DEVELOPMENT AGENDA:** The plan has been developed in line with the national development planning framework particularly the Uganda Vision 2040 and the third National Development Plan (NDP III). It is also consistent with frameworks guiding the national humanitarian response such as the Comprehensive Refugee Response Framework (CRRF), Disaster Risk Management Framework, and Health Sector Integrated Refugee Response Plan (HSIRRP).

### DRIVERS TO THE FORMULATION OF A NEW STRATEGY PLAN:

According to the UN Desinventar platform [www.desinventar.net](http://www.desinventar.net), Uganda is among the disaster-prone countries in the world. With an overall composite risk score of 6.4, ranking 16th country globally. This is a composite score consisting of three sub-elements; Hazards & Exposure - 4.1, Vulnerability - 6.9, Lack of coping capacity - 7.2. According to Uganda Disaster Risk Profile 2019, the country is most prone to five types of disasters namely; drought, flood, landslide, earthquake, and volcano. On top of these, the Uganda Risks Atlas also identified road traffic crashes, disease outbreaks, and pest infestation among key disasters in Uganda.

Like elsewhere in the world, disaster drivers and triggers in Uganda include both natural and human-made causes. The commonest and most trending drivers of disasters include climate change, population movement, urbanization, and epidemics.



*A URCS volunteer responds to an emergency victim by delivering household necessities after the Kasese floods in 2020*

## 1.4 INTRODUCTION TO URCS STRATEGIC PLAN (2021-25)

Uganda Red Cross Society operations are guided by a Strategic Plan framework developed through a rigorous consultative process from Community to National level involving different stakeholders. After the end of the 2017-2020 Strategic Plan, the National Society through wide consultations has finalized a new 5- year Strategic Plan 2021-2025.

Successful implementation of this Strategic Plan is based on the premise that the internal stakeholders of URCS will quickly align themselves to a strong execution culture that is guided by shared values and beliefs and, the availability of required resources (both financial and human resources). The culture supports the strategy and structure; it creates that passion that causes employees to effectively support and be accountable to each other while delivering on their tasks.

### Goal of this URCS Strategic Plan 2021 - 2025

The goal of this Strategic Plan is “to attain Institutional, Financial & Programmatic Sustainability”. This goal will be achieved through the pursuance of four strategic pillars of:

- Institutional Development
- Membership and Branch Development
- Partnership and Resource Mobilization and,
- Program Sustainability.



*URCS plays an auxiliary role to Government of Uganda such as equipping personnel with skills to save lives during emergencies*

# 1.5 STRATEGIC ELEMENTS AND KEY FOCUS AREAS

## URCS 2021-2025 Strategy House

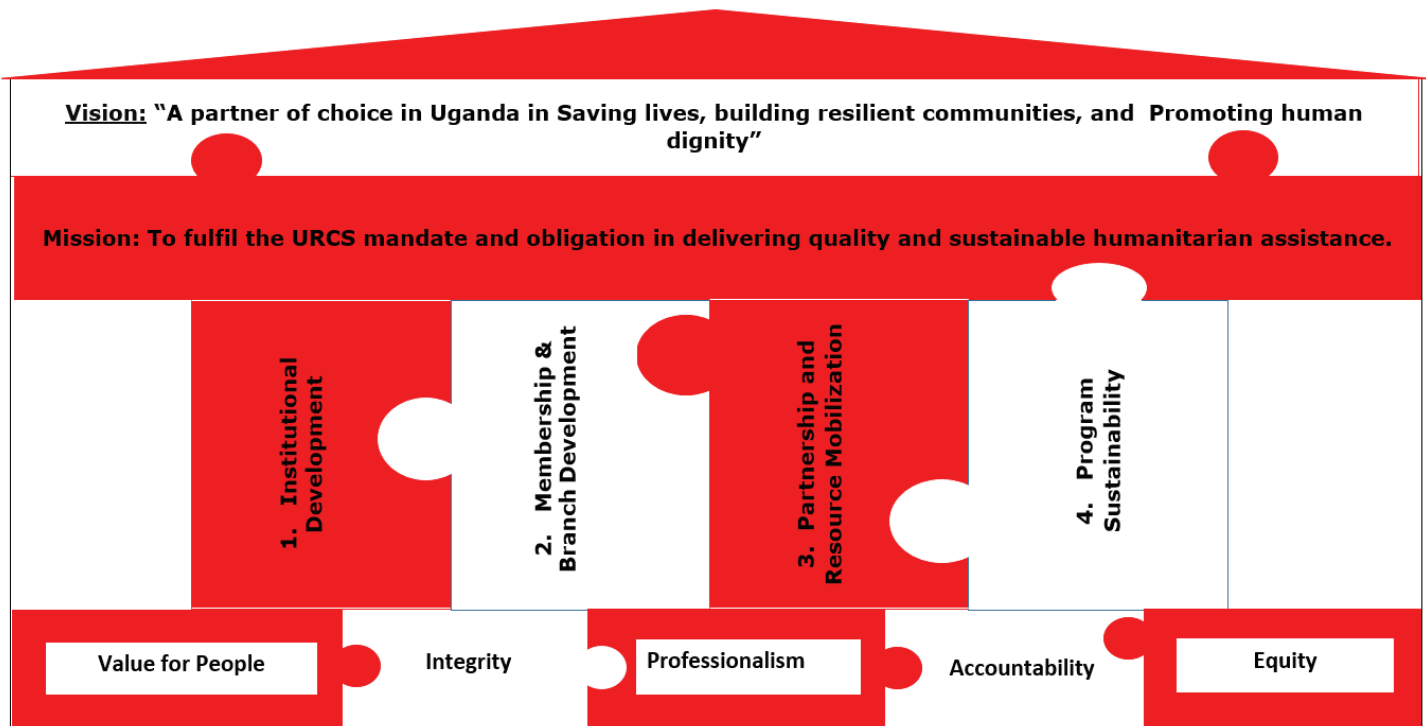


Figure 2: Strategic Elements and Key Focus Areas

**VISION**

"A Partner of Choice in Uganda in Saving Lives, Building Resilient Communities, and Promoting Human Dignity".

**MISSION**

To fulfil the URCS mandate and obligation in delivering quality and sustainable humanitarian assistance.






*Delivering quality and sustainable humanitarian assistance*

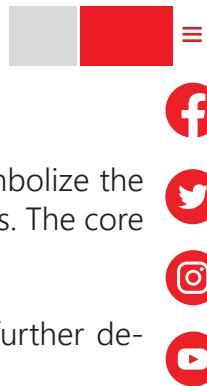
# CORE VALUES

Uganda Red Cross Society embraces and subscribes to a set of principles and norms that symbolize the moral fabric and culture of the institution and this guides service delivery to all our stakeholders. The core values are and shall be; Value for people; Integrity; Professionalism; Accountability; Equity.

To enhance uniformity in the adoption and application of the Core values, they have been further described in the table below:

*Table 1: Core Values*

Value	Description
	<ul style="list-style-type: none"> <li>We adopt a people-centred approach in the delivery of services toward humanity.</li> <li>We care, show empathy, and recognize the efforts of all our stakeholders.</li> <li>We strive to build strong working relationships with our staff, partners and the people we serve.</li> </ul>
	<ul style="list-style-type: none"> <li>We “Walk the talk”. We strive to do the right thing by honouring our commitments and matching our behaviours to our words.</li> <li>We are transparent when handling humanity and give timely assistance as required.</li> <li>We are ethical in our actions and deliver service in an ethically acceptable manner</li> </ul>
	<ul style="list-style-type: none"> <li>We have clarity and knowledge of what is expected of us.</li> <li>We act in a manner that creates trust at every point of contact with our stakeholders.</li> <li>We are reliable, competent, dependable, and respectful to both our internal &amp; external stakeholders</li> </ul>
	<ul style="list-style-type: none"> <li>We are good stewards of the resources entrusted with us.</li> <li>We pursue results that have a positive impact on communities and deliver on the promise.</li> <li>We offer Value for money- economic and effective operations in comparison to competitors.</li> <li>We take responsibility for our actions, successes, and failures</li> </ul>
	<ul style="list-style-type: none"> <li>We extend services to people with fairness and justice irrespective of color, race, tribe, age, gender, and differently abled among others.</li> </ul>



## 1.6 STRATEGIC FOCUS AREAS

The theme of the 2021-2025 Strategic Plan is **“A self-sustaining National Society”**. To achieve this, the National Society will focus on four strategic areas agreed upon as key priority areas by both management and URCS Members to drive the organization to sustainability.

The four focus areas are; **Institutional Development, Membership and Branch Development, Partnership & Resource Mobilization; and Program sustainability**. These focus areas espouse the mandate of the National Society and are in alignment with the SDGs, IFRC Strategy 2030, and the National Development Plan (NDP III) and Uganda Vision 2040.

*Table 2: Strategic Focus Areas and intended results*

Key Focus area	Commentary	Goal/ Key Focus Result
<b>Institutional Development</b>	<ul style="list-style-type: none"> <li>This focus area entails strengthening Governance and Management structures, reviewing internal Processes and systems for operational efficiency.</li> <li>These systems include Finance, Risk Management and Audit, Supply chain and Estates management, Human Resource management, Administration and Information, Communication and Technology Systems.</li> </ul>	Well-functioning and responsive National Society
<b>Membership and Branch Development</b>	<ul style="list-style-type: none"> <li>This is about enhancing Branch governance, management, and implementation improving public knowledge on Red Cross information, fundamental values as well as enhancing Membership and Volunteer management.</li> </ul>	Effective delivery of the NS Mission
<b>Partnerships and Resource Mobilization</b>	<ul style="list-style-type: none"> <li>This is about managing sustainable partnerships to ensure that the value and quality of Resources from existing and new partners are continuously improved.</li> </ul> <p>It is also about ensuring that collaborative projects are implemented through both traditional and non-traditional partners; and increased visibility of the Red Cross resulting from the positive impact of programs.</p>	Sustainable partnerships and adequate resources for core services and institutional sustainability
<b>Program Sustainability</b>	<ul style="list-style-type: none"> <li>This focus area is about strengthening communities’ resilience and wellbeing through; enhancing systems for responsive programming, building requisite capacity to manage and coordinate resources.</li> </ul>	Responsive programming that promotes community resilience and wellbeing.



# PRIORITY OBJECTIVES, STRATEGIES AND ACTIONS

This section of the Strategic Plan details the strategic objectives, Strategies, and Strategic actions that will operationalize each of the four Key Focus Areas towards attaining the National Society's Vision & Mission.

## KFA 1: INSTITUTIONAL DEVELOPMENT

The goal of Institutional Development (KFA1) is to have a well-functioning and responsive National Society. This will be achieved through key objectives most of which fall in the internal perspectives (organizational capacity and internal processes). For sustained operations, Governance and management structures; Finance and Administration, Supply Chain Management, Risk Management and Internal audit functions will further be strengthened while the Performance management, planning, monitoring, evaluation, and reporting PMER function will be established and operationalized.

A grants management unit will be established to strengthen the grants management function. The National Society will leverage the opportunities presented by innovations in Information Communication Technologies (ICT). Optimization of ICT systems across the organization will create operational efficiency. The rollout of the existing systems e.g. Enterprise Resource Planning (ERP) software at the Branch level will improve the lead response time as well as increase accuracy in reporting.

Automation of processes such as performance management, planning, monitoring, evaluation, and reporting as well as supply chain management will address the system-related challenges and help to achieve operational excellence.

The National Society will continue to attract, manage, develop, and retain a skilled and competent workforce. To this effect, several strategies aimed at creating a conducive workplace environment will be initiated. The table below details the Strategies, actions, outputs and actors under this focus area.

**Table 3: Strategies and Priority Initiative for Institutional Strengthening**

Objective	Strategies	Priority initiatives
<b>KFA 1: INSTITUTIONAL STRENGTHENING</b>		
Intended Result: A well functioning and responsive National Society		
<b>Actors:</b> Secretary General, Central Governing Board, Head Risk Management and Internal Audit, Head Supply Chain Management; Head of HR and Administration; Head of Performance Monitoring Evaluation and Reporting; Head Finance; Head Public Relations & Communications.		
<b>To strengthen governance and management structures for sustained operations</b>	Strengthen leadership capacities for governance at all levels.	<ul style="list-style-type: none"> <li>Facilitate Governance structures to hold regular statutory meetings (National Council, CGB, BGBs, BYC, Integrity &amp; Compliance Committee)</li> <li>Undertake a functional analysis</li> <li>Implement the revised organizational structure for 2021-2025.</li> </ul>
<b>To strengthen Planning, Monitoring, Evaluation, Learning and Grants Management</b>	Strengthen the PMER function of NS	<ul style="list-style-type: none"> <li>Develop an integrated PMER framework, systems, policies, and processes that meet the strategic needs of URCS</li> <li>Build capacity of staff and volunteers in PMER.</li> </ul>
	Strengthen grants management function of the NS	<ul style="list-style-type: none"> <li>Integrate grants management procedures, tools, and processes during project design, implementation, monitoring, and evaluation.</li> <li>Build capacity of staff and volunteers in grants management.</li> <li>Establish a Grants management Unit</li> </ul>



Objective	Strategies	Priority initiatives
<b>To improve operational efficiency</b>	Strengthen Finance, Risk, Supply chain management, and HR systems.	<ul style="list-style-type: none"> <li>▪ Fully integrate the remaining functions into the Navision System (procurement, fleet management, and warehousing functions)</li> <li>▪ Develop and automate key Human Resource processes and Operationalize these systems</li> <li>▪ Support the NS service delivery through an efficient and effective Supply Chain Management System</li> <li>▪ Operationalize the NS estates and asset Management Information System in Navision.</li> </ul>
	Optimize IT systems across the organization	<ul style="list-style-type: none"> <li>▪ Adapt/adopt new ICT innovations through a digital agenda that integrates all internal processes</li> <li>▪ Create an organizational culture that supports a focus on digital transformation</li> <li>▪ Create a comprehensive information hub in the cloud.</li> <li>▪ Strengthen information management across all levels in the organization</li> <li>▪ Train staff and volunteers to enhance their skills and capacities in digital solutions management and utilization</li> <li>▪ Create an information repository to improve information management.</li> </ul>
<b>To improve financial performance</b>	Strengthen and enforce the accounting and financial reporting to enhance accountability	<ul style="list-style-type: none"> <li>▪ Strengthen joint monitoring.</li> <li>▪ Enforce the reporting timelines for advances.</li> <li>▪ Increase human resource in the finance department to match the financial expansion.</li> <li>▪ Enforcing accurate and timely reporting.</li> <li>▪ Capacity building for finance staff.</li> <li>▪ Strengthen OD's capacity in resource mobilization for core financing</li> </ul>
<b>To attract, manage, develop and retain a competent and skilled workforce</b>	Develop & implement Staff recruitment and retention strategy.	<ul style="list-style-type: none"> <li>▪ Align the Human Resource and Admin policies, procedures, and capacity to deliver URCS Strategy</li> <li>▪ Build leadership capacities to enhance competencies of Management at all levels</li> <li>▪ Promote a culture of execution and accountability at all levels in the institution</li> <li>▪ Enhance staff performance management systems including planning, appraisal and incentives</li> <li>▪ Create an organizational culture that supports a focus on digital transformation</li> <li>▪ Create a comprehensive information hub in the cloud</li> <li>▪ Strengthen information management across all levels in the organization</li> <li>▪ Train staff and volunteers to enhance their skills and capacities in digital solutions management and utilization</li> <li>▪ Create an information repository to improve information management</li> </ul>

Objective	Strategies	Priority interventions
To manage, attract, develop and retain a competent and skilled workforce	Develop and implement staff recruitment and retention strategy	<ul style="list-style-type: none"> <li>Align the Human Resource and Admin policies, procedures, and capacity to deliver URCS Strategy</li> <li>Build leadership capacities to enhance competencies of Management at all levels</li> <li>Promote a culture of execution and accountability at all levels in the institution</li> <li>Enhance staff performance management systems including planning, appraisal and incentives</li> </ul>
Strengthen Risk management and internal audit function of the NS	Implement the Risk Management framework at all levels of the organization	<ul style="list-style-type: none"> <li>Carry out Risk Management training at all levels of the institution.</li> <li>Implement a risk management structure.</li> <li>Maintain update risk registers.</li> </ul>
	Enhance internal audit systems for operational efficiency	<ul style="list-style-type: none"> <li>Develop and maintain an internal audit manual in line with the standards of Institute of Internal Auditors.</li> <li>Conduct internal audits across all functions of the institution covering both the Headquarters and Branches.</li> <li>Provision of tools of trade.</li> <li>Facilitate continuous professional development of staff.</li> </ul>



*A fleet of URCS ambulances being commissioned by Government of Uganda, to aid in responding to emergencies*

# PRIORITY OBJECTIVES, STRATEGIES AND ACTIONS

## KFA 2: MEMBERSHIP AND BRANCH DEVELOPMENT

The goal of Membership and Branch Development is to ensure the existence of efficient and responsive branch membership & volunteer network. The expansive branch network plays a pivotal role in supporting the delivery of programs and projects. The Branch membership and volunteers are key resources during implementation. Their knowledge of the Red Cross and alignment to the fundamental principles and values is key in determining the quality of service offered to the beneficiaries.

This focus area will be realized through four objectives spread across the four perspectives of the balanced scorecard. These are; Improve public knowledge on Red Cross information, fundamental principles, and values; Enhance Membership and Volunteer management systems and procedures to improve the delivery of services; Strengthen Branch Capacity Development; Strengthen the capacity of the OD Department to mobilize resources and Strengthen Branch management systems and structures.



*A URCS volunteer operating within her branch jurisdiction uses a temperature gun to screen teenagers as they access a market area during the COVID-19 pandemic*

# PRIORITY OBJECTIVES, STRATEGIES AND ACTIONS

Table 4: Strategies and Priority Initiatives for Branch and Membership development

Objective	Strategies	Priority initiatives
<b>KFA 2: BRANCH AND MEMBERSHIP DEVELOPMENT</b>		
Intended Result: Sustainable Volunteer, Membership and Youth Recruitment		
<b>Actors:</b> Head OD department; Head Finance; Head Partnerships and Resource Mobilization; Head Supply Chain and logistics management, Head Public Relations & Communications		
<b>To improve public knowledge Red Cross information, fundamental principles and values.</b>	Strengthen the capacity of URCS to Disseminate the Fundamental Principles of the Red Cross and Red Crescent, IHL.	<ul style="list-style-type: none"> <li>Provide tools to staff and Branch volunteers to conduct dissemination of information and IHL.</li> <li>Undertake awareness, information education and communication aimed at mindset change</li> </ul>
<b>To enhance Membership and Volunteer management systems and procedures to improve the delivery services.</b>	Develop & implement staff recruitment and retention strategy	<ul style="list-style-type: none"> <li>Develop innovative programs for youth membership recruitment, engagement, and development.</li> <li>Ensure youth income-generating activities are identified implemented.</li> <li>Initiate and strengthen International and local youth exchange programmes.</li> <li>Create and empower Model Links in Branches to promote Youth to Youth engagement (Y2Y) in the branches.</li> <li>Strengthen youth structures</li> </ul>
<b>To Strengthen Branch Capacity Development</b>	Strengthen Financial Management capacity of Branches and the OD Department at Headquarter.	<ul style="list-style-type: none"> <li>Strengthen business development and enhance the capacity of Branches to mobilize resources and manage IGAs.</li> <li>Develop, manage, and maintain volunteer management database the system at the branch level.</li> </ul>
<b>To enhance Branch Governance and Management capacities</b>	Equip the OD department with more staff and capacities to strengthen business development and resource mobilization	<ul style="list-style-type: none"> <li>Ensure the right capacity for business development is in place at the branch level.</li> <li>Establish a skills development and the training centre at the African Youth Leadership Centre – Namakwa(AYLC)</li> <li>Develop innovative fundable proposals (programmatic &amp; business)</li> </ul>
	Strengthen management and governance capacity of branches	<ul style="list-style-type: none"> <li>Induct Branch Governance Structures on URCS policies and train them in governance to strengthen Governance capacity of Branches</li> <li>Fill branch staff structures to strengthen the Management capacity of Branches.</li> </ul>





### KFA 3: PARTNERSHIPS AND RESOURCE MOBILIZATION

The goal of Partnerships & Resource Mobilization is to improve the financial sustainability of the National Society. This focus area is about creating sustainable partnerships and adequate resources for the core services as the institution enters the sustainability phase. This focus area will be operationalized through the implementation of the already existing resource mobilization strategy.

The National Society will consider both the existing and new partners as well as the cooperate fraternity to create partnerships of lasting value. Mechanisms for mobilization of resources from the external partnerships shall be strengthened. To build trust and lasting partnerships, the National Society shall improve the financial management systems to efficiently utilize and account for resources. The capacity of the players along the value chain of resource mobilization shall be enhanced effectively to manage partnerships. The National Society will leverage technology for accurate and timely reporting. OD's capacity will be enhanced to ably mobilize resources for core financing. The table below provides a high-level summary of the objectives, strategies, and priority areas in this Key focus area.

**Table 5: Strategies and Priority Initiatives for Partnership and Resource Mobilization**

Objective	Strategies	Priority initiatives
<b>KFA 3: PARTNERSHIP AND RESOURCES MOBILIZATION</b>		
Intended Result: Sustainable partnerships and adequate resources for core services and institutional sustainability		
<b>Actors:</b> SGs office; Head Partnerships and Resource Mobilisation; Head Operations, Head OD, Head Grants Management, Head Public Relations & Communications		
<b>To effectively implement the NS internal resource mobilization strategy</b>	Strengthen mechanisms for mobilization of resources	<ul style="list-style-type: none"> <li>▪ Optimize revenue mobilization from internal funding sources and business ventures.</li> <li>▪ Intensify revenue mobilization from the mainstreaming of programs and projects.</li> <li>▪ Strengthen existing partnerships for lasting value.</li> <li>▪ Establish and nurture new partnerships.</li> <li>▪ Intensify and diversify commercial First Aid Services to enhance revenue generation from this funding stream.</li> <li>▪ Improve membership value preposition, recruitment, and management to optimize revenue from this stream.</li> </ul>
<b>To enhance the capacity of the NS to effectively manage partnerships and grants</b>	Develop and implement systems, processes, and policies to strengthen efficient and effective grants management.	<ul style="list-style-type: none"> <li>▪ Constitute a unit responsible for grants management and partnerships.</li> <li>▪ Enhance accountability and reporting PMER</li> <li>▪ Effective participation in international and regional Red Cross Red Crescent initiatives/events</li> <li>▪ Strengthen the Red Cross advocacy and dissemination agenda.</li> </ul>



Objective	Strategies	Priority initiatives
To improve, align financial management systems, processes, and procedures to optimize costs.	Develop and implement cost management strategies.	<ul style="list-style-type: none"> <li>▪ Mainstream mileage revenue from Motor vehicle mileage levy to all programs.</li> <li>▪ Optimize counterpart contribution (Office space and general staff).</li> <li>▪ Strengthen resource mobilization and financial management systems to efficiently utilize and account for NS resources.</li> <li>▪ Strengthen capacity to absorb and provide timely accountability for resources</li> <li>▪ Enhance risk management and compliance assessment</li> </ul>
To improve visibility and public awareness of the NS	Review, update and operationalize the Communication & PR plan.	<ul style="list-style-type: none"> <li>▪ Enhance the visibility of URCS activities amongst stakeholders.</li> <li>▪ Broaden information sharing channels with partners. Reinforce website and social media interactivity and attractiveness.</li> <li>▪ Prepositioning of the national society brand.</li> <li>▪ Establish and strengthen relations with the media.</li> </ul>
To enhance Branch's capacity in resource mobilization for core financing	Capacity building in financing management for OD including activities	<ul style="list-style-type: none"> <li>▪ Take stock of branch assets.</li> <li>▪ Value assets and obtain a title deed.</li> <li>▪ Develop and implement asset usage plan consistent with the internal resource mobilization strategy.</li> <li>▪ Recruit business development and estate management personnel.</li> </ul>
	Enhance URCS capacity to internally generate revenue	Build a cash reserve (shelf life 90 -180 days to sustain core team in hard times).



*URCS partnering with the Government of Uganda to launch the National Community Engagement Strategy for COVID – 19 in September 2020*

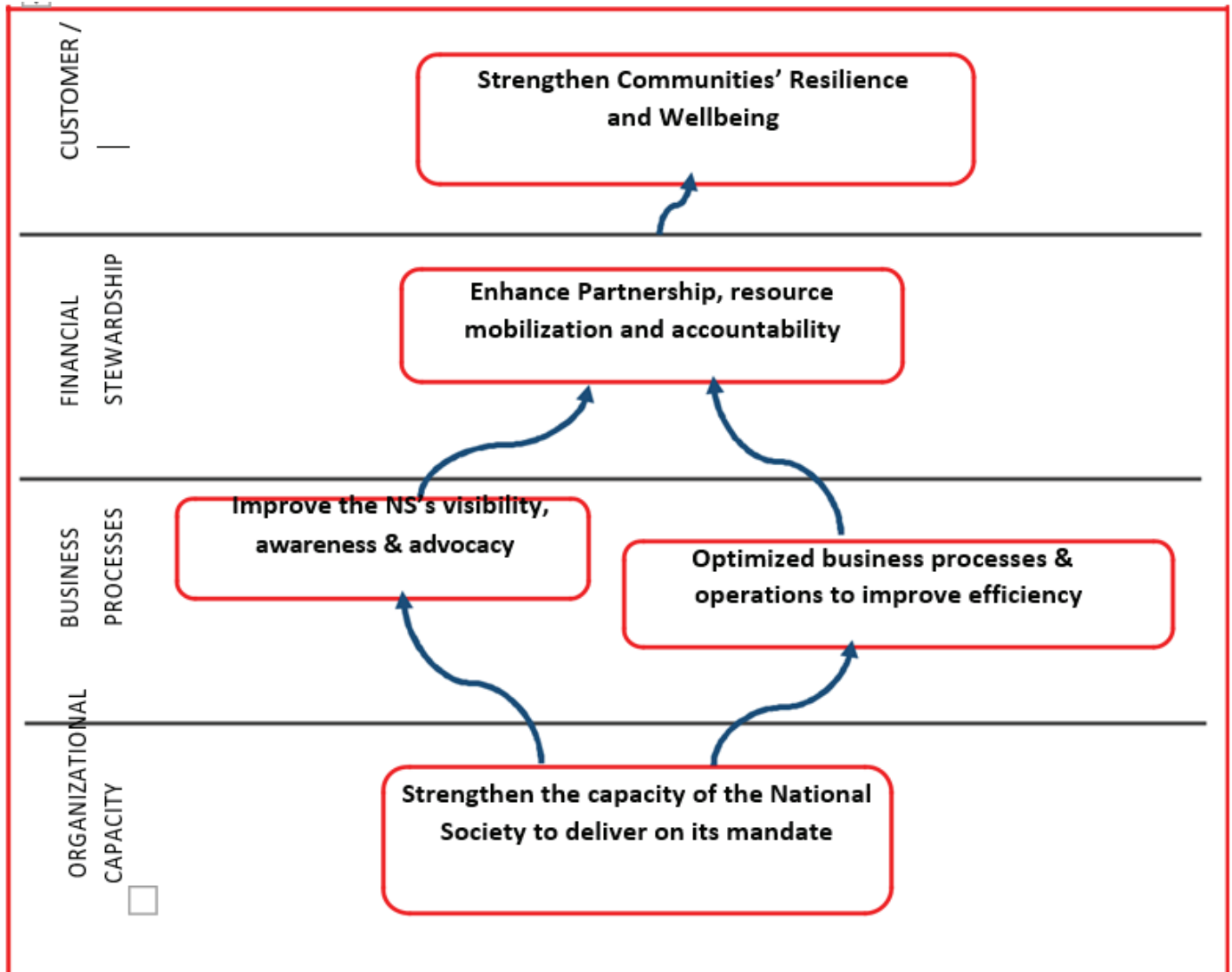


Objective	Strategies	Priority initiatives
<b>To promote the integration of Community Resilience in Health and Disaster Risk Management scenarios.</b>	Improve the quality of Community Resilience Programming Skills, Knowledge, and Practice amongst NS staff and Volunteers.	<ul style="list-style-type: none"> <li>▪ Strengthen collaborations with Academia and non-traditional partners of the URCS to research and identify workable disaster -health management innovations nexus</li> <li>▪ Develop, validate, and implement Forecast Based Financing framework and system for Disaster and Health specific emergencies.</li> </ul>
<b>To strengthen the National Society's capacity to Restore Family links and protection</b>	Provide protection services for communities affected by disasters and crisis events	<ul style="list-style-type: none"> <li>▪ Conduct family reunification services and activities</li> <li>▪ Provide RCM, phone calls, tracing requests, document requests, snapshots, UAM registration, and referral services for the population affected by crisis.</li> <li>▪ Create awareness on protection aspects including GBV and social inclusion through increased access to services for the rehabilitation of the affected populations.</li> </ul>
<b>To improve capacity and resources to respond to Health issues and Emergencies</b>	Implement the various strategies under response to health issues and emergencies.	<ul style="list-style-type: none"> <li>▪ Enhance blood donor recruitment and retention Improve capacity for injury prevention and response.</li> <li>▪ Expand public health programming to address key health concerns among the target population.</li> <li>▪ Strengthen the capacity of the NS and community to detect, respond and recover from epidemics and pandemics</li> <li>▪ Improve access to adequate safe water and sanitation facilities for the target populations</li> <li>▪ Develop a psychosocial support program for staff, volunteers, and communities affected by disasters and health crises.</li> </ul>

# PERSPECTIVES AND STRATEGY MAP

The Objectives above are linked in a cause-effect relationship to create a Strategy Map. The URCS Strategy Map demonstrates the value generation chain through the identified linkages between Strategic Objectives. It is a communication tool and a visual representation of the strategy.

Diagram 2: URCS Strategy Map



## 2. IMPLEMENTATION ARRANGEMENT

### 2.2 COORDINATION OF THE IMPLEMENTATION OF THE STRATEGIC PLAN

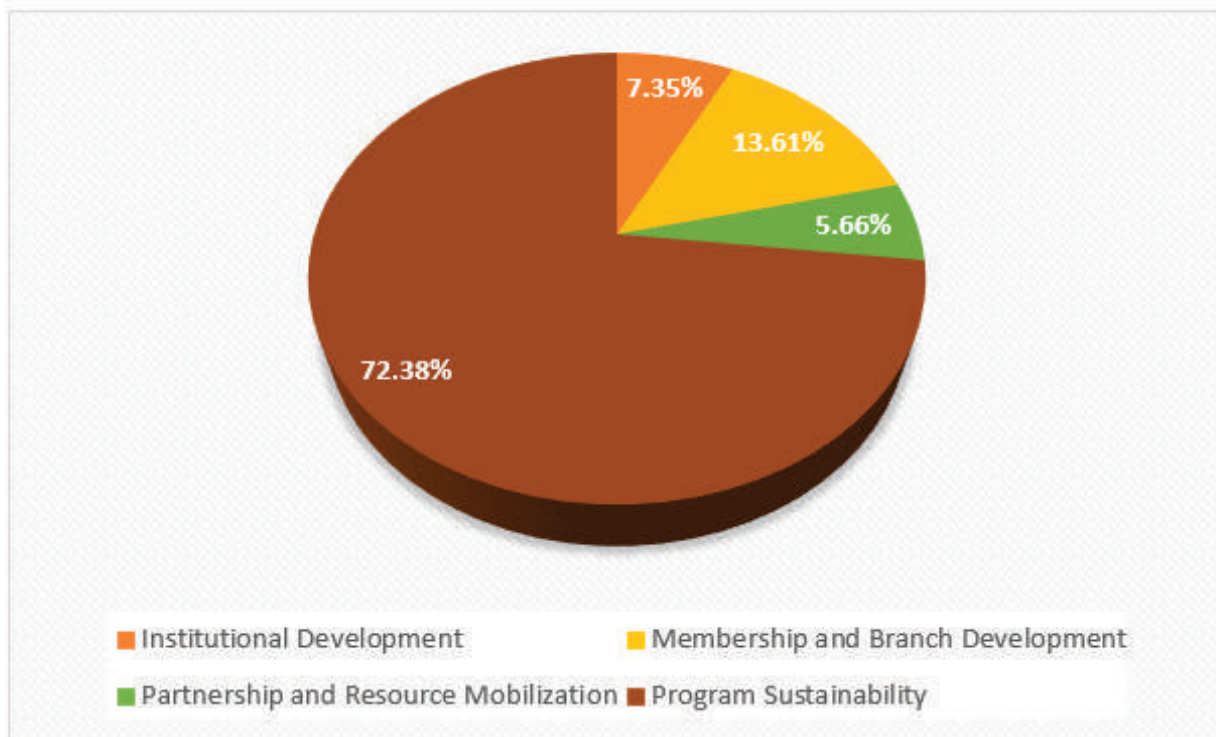
This Strategic Plan will be implemented within five years; the National Council and the Central Governing Board will play the strategic oversight role while the day-to-day implementation of the strategy will be entrusted with the management. The actual execution of the planned programs will take place in the branches with support from Headquarter.

During implementation, the NS support will be sought from its partners such as UN-family, Red Cross Movement Family, and the Government of Uganda among others, especially in terms of funding and technical assistance. Further collaborations and partnerships will be made with Local Governments, Communities as well as the corporates and business ventures.

### 2.3 COSTING AND FINANCING OF THE PLAN

The investment required to implement the plan over the 5-yr period was identified. The investment built up from the unit cost of executing the various strategic focus areas under each objective. The total investment required over the 5-years is estimated at UGX 235.05 Bn which translates into an annual estimated average of UGX. 47.01Bn. The Budget distribution across the focus areas as illustrated below has an emphasis on the service departments taking a bigger portion of the budget as follows; Program Sustainability (72.38%); Membership and Branch Development (13.61%) Partnership and Resource Mobilization (5.66%) and Institutional development (7.35%).

*Figure 1: Distribution of budget over 5 years*



By matching the required expenditure with the resources secured (using 2019 as the benchmark), a funding gap estimated at UGX Shs 62.67 BN is to be realized over the 5 years. This means there is a need to optimise resource mobilization for the National Society to effectively deliver the plan.

Objective	Annual (UGX SHS. BN)	Strategic plan period (UGX Shs. BN)
Average Annual Investment required	46.01	235.05
Secured (Benchmarking against 2019 benchmark)	34.48	172.38
Funding Gap	11.53	62.67

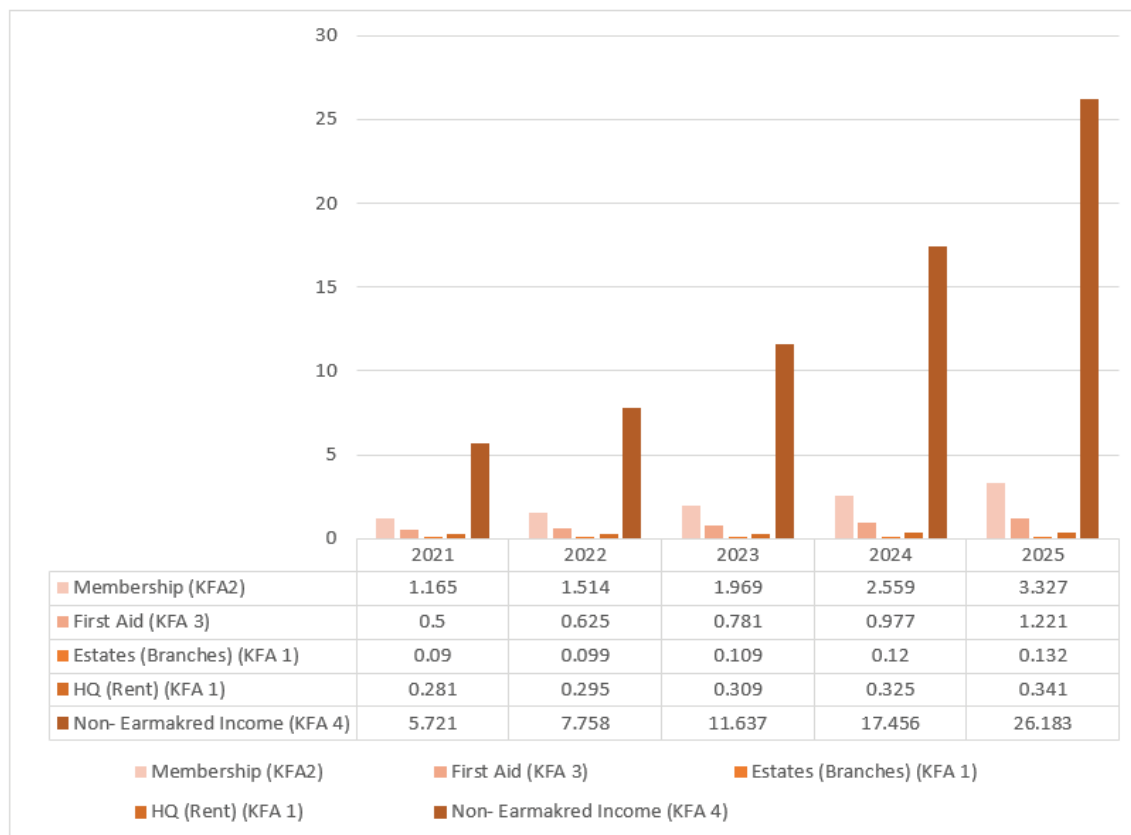
The proposed strategies for bridging the funding gap, which has been identified under Partnerships and Resource Mobilization, include the following;

- Optimizing the revenue mobilization from existing sources (external) through strategic and regular engagements with the National Societies' wide range of partners.
- Optimizing the revenue mobilization from existing sources (internal) through optimization of collections from membership, enhancing efficiency in collection and transmission of membership fees, optimizing revenue from assets, and other homegrown measures.
- Identification of new and innovative measures for revenue mobilization.
- Improving mechanisms for allocation, utilization, and accountability for resources.

## REVENUE GENERATION AVENUES

The National Society has avenues of generating internal revenue. These include; Commercial First Aid, Membership and Estates/Rentals. To be financially sustainable, internally generated revenue should meet the investment required to implement the programs as well as cover the recurrent costs. The table below shows how the revenues are projected to grow over the five years, as a foundation towards sustainability.

### PROJECTED REVENUE UGX (000,000,000)



## ASSUMPTIONS

- The revenues generated through Membership subscriptions currently estimated at 1.164 Bn will continue to grow at an average blended rate of 30%
  - Commercial First Aid, whose revenue increased from 5.1m (2017) to 400m (2020), will grow at an estimated 25% annually.
  - Assets & estates- Considers only 20% of the revenue that is remitted by the branches and all the revenue generated by HQ in rent.
  - A lot of effort will be made towards increasing non-earmarked funds; with a baseline of 1% of the current secured funds, the non-earmarked revenue is projected to grow at 50% annually.
  - The NS will retain the current partners funding sources.
- The projected revenue, if realized will be able to bridge the funding gap, under the assumption that the existing funders and new ones will renew the projects within the five years of implementation.

## 2.3 CRITICAL SUCCESS FACTORS

The Critical success factors (CSFs) below highlight some key areas of performance that are essential for the National Society to attain a sustainability state. When complied with, these CSFs will enable the National Society to achieve intended results. The CSFs include;

- a) Clarity of the National Society's governance and management on the Strategic Objectives, Strategies, and Activities for the implementation of the Strategic Plan.
- b) Leadership commitment to provide the requisite resources and make key decisions along the implementation journey. Actors' ownership of their roles coupled with the ability to provide timely feedback and accountability to the relevant stakeholders.
- c) Availability of both financial and human resource capacities to implement the strategic plan. Thus the availability of finances- resource mobilization, investment in income-generating activities, and effective partnerships will play a key role in facilitating the implementation of each activity in the Strategic Plan.
- d) Continued support from the Red Cross family, Volunteers, Members and other partners including but not limited to UN Agencies, Government, Media, and Academia, etc.
- e) Regular monitoring and reporting on the progress of implementation of the strategic plan. Active involvement of both management and governance structures. The engagements should allow flexibility to review some strategies based on emerging trends.
- f) A stable and robust IT system. To enhance automation of the key processes for quick at timely decision-making. This will also help in the timely production of accurate and reliable data for reports to the various stakeholders.
- h) Regular/ continuous feedback from stakeholders on the progress of implementation of the strategic plan.
- i) Undertaking regular reviews, starting with the management's weekly stand-up meetings, to quarterly staff engagements to keep all staff aligned to the strategic direction.



*Safe blood,  
saves lives*

# 3.0 MONITORING AND EVALUATION OF THE PLAN

## 3.1 INTRODUCTION

The M&E strategy provides a framework for tracking and reporting the progress of implementation of the strategic plan and evaluating the success of the strategic plan in terms of meeting its objectives and intended outcomes as well as programmatic interventions.

## 3.2 STRATEGIC PLAN HIGH LEVEL-RESULTS FRAMEWORK.

The key strategic objectives that are used to tell the URCS story provide the basis for setting high-level performance targets. At the strategic objectives and outcome level, the Monitoring and Evaluation framework and system for NS will measure a set of outcome level indicators, as indicated in the high-level results matrix below:

Table 7: High level result framework/ matrix

Objective & Outcome		Initiatives	Measures
CUSTOMER/ STAKEHOLDER	<p><b>Objective:</b> To strengthen Communities' Resilience and Well-being</p> <p><b>Outcome:</b> Resilient communities created</p>	Develop programs to strengthen capacity to predict, prepare for, and respond to disasters.	<ul style="list-style-type: none"> <li>Number of Training and equipping (RCATS, Surge teams and volunteers) (KFA 4)</li> <li>Number of Local actors who have adopted a whole hazard contingency plan (KFA 4)</li> </ul>
		Procure and preposition lifesaving items.	<ul style="list-style-type: none"> <li>Number of life saving items prepositioned (KFA 4)</li> <li>Number of emergency and crises responded to (KFA 4)</li> </ul>
		Adopt a Red Cross Movement community resilience framework	<ul style="list-style-type: none"> <li>Number of Community Resilience programs developed (KFA 4)</li> <li>Number of urban Resilience Programmes developed including water safety, climate smart agriculture (KFA 4)</li> </ul>
		Develop sustainable business models to improve community resilience	<ul style="list-style-type: none"> <li>Number of Prefabricated shelters for staff, volunteers and beneficiaries in place (KFA 4)</li> <li>Number of NS Community projects procuring services and products directly from the community resilience unit (KFA 4)</li> <li>Number of Institutions uptaking Commercial First Aid Services (KFA 3)</li> </ul>
		Develop & implement programs aimed at providing protection services for communities affected by disasters and crisis events.	<ul style="list-style-type: none"> <li>Number of Signed MOUs and corresponding strategies to operationalize RFL in NS implementation and reporting frameworks. (KFA 4)</li> <li>Number of people (disaggregated by gender &amp; age) assisted to restore and maintain family links (KFA 4)</li> </ul>
		Develop and implement initiatives aimed at saving lives.	<ul style="list-style-type: none"> <li>Number of units of blood mobilized (KFA 4)</li> <li>Number of Emergency events responded to</li> <li>% of households practicing improved hygiene and sanitation (KFA 4)</li> </ul>





Objective & Outcome	Initiatives	Measures
<b>FINANCIAL STEWARDSHIP</b>	Implement risk management framework at all levels of the institution	<ul style="list-style-type: none"> <li>▪ Risk Management strategy developed and operationalized <b>(KFA 1)</b></li> </ul>
	Conduct internal audits across all functions.	<ul style="list-style-type: none"> <li>▪ Number of Compliance audits conducted <b>(KFA 1)</b></li> <li>▪ Number of branch audits <b>(KFA 1)</b></li> </ul>
	<u>Objective:</u> To enhance Partnership, Resource mobilization and accountability  <u>Outcome:</u> A financially sustainable URCS.	Undertake initiatives to optimize costs and increase revenue. <ul style="list-style-type: none"> <li>▪ Reduced operating expense/ maintenance ratio on fleet <b>(KFA 1)</b></li> <li>▪ % increase of revenue realized from mileage system <b>(KFA 1)</b></li> </ul>
	Undertake initiatives to increase revenue	<ul style="list-style-type: none"> <li>▪ % Increase capacity of central Warehouse and facilities-(in Square metres) <b>(KFA 1)</b></li> <li>▪ % increase in membership subscription in Branches. <b>(KFA 2)</b></li> <li>▪ % of members renewing membership subscription. <b>(KFA 2)</b></li> <li>▪ % increase in the youth membership subscription. <b>(KFA 2)</b></li> </ul>
	Implement the resource mobilization strategy	<ul style="list-style-type: none"> <li>▪ Proportion of Branches implementing resource mobilization plans &amp; initiatives.<b>(KFA 2)</b></li> <li>▪ Number of Partner MOUs signed/renewed <b>(KFA 3)</b></li> <li>▪ % increase in income generated by URCS <b>(KFA 3)</b></li> <li>▪ % Income generated from sale of the branded products.<b>(KFA 3)</b></li> </ul>
<b>BUSINESS PROCESSES</b>	<u>Objective:</u> To enhance Partnership, Resource mobilization and accountability  <u>Outcome:</u> A financially sustainable URCS.	Review, update and implement the PR and communications strategy. <ul style="list-style-type: none"> <li>▪ % Increase in number of Media houses URCS can access at any time, work with.<b>(KFA 3)</b></li> <li>▪ Number of Publications produced and shared with Partners and stakeholders. <b>(KFA 3)</b></li> <li>▪ % Increase in traffic for URCS website and Social Media Sites. <b>(KFA 3)</b></li> </ul>
	Undertake brand and capacity building exercise.	<ul style="list-style-type: none"> <li>▪ % increase in Institutional Perception on providing CFA services <b>(KFA 3)</b></li> <li>▪ Number of Marketeers trained for CFA <b>(KFA 3)</b></li> <li>▪ Number of CFA Trainers in the country <b>(KFA 3)</b></li> </ul>





Objective & Outcome		Initiatives	Measures
	<b>Objective:</b> To optimize business processes and operations to improve efficiency	Undertake system automation and integration	<ul style="list-style-type: none"> <li>Number of systems digitalized (Fin. HR, SCM, Fleet) <b>(KFA 1)</b></li> <li>Number of Branches connected with ICT infrastructure <b>(KFA 1)</b></li> </ul>
	<b>Outcome:</b> Improved Service delivery	Review, refine and create awareness and automate business processes	<ul style="list-style-type: none"> <li>% of staff oriented on the revised policies and guidelines. <b>(KFA 1)</b></li> <li>Number of online Membership subscriptions. <b>(KFA 2)</b></li> <li>Number of innovative youth programs developed and implemented. <b>(KFA 2)</b></li> </ul>
ORGANIZATIONAL CAPACITY	<b>Objective:</b> To strengthen capacity of the National Society to deliver on its mandate.  <b>Outcome:</b> Well functioning resilient NS	Organize and execute statutory board meetings	<ul style="list-style-type: none"> <li>Number of meeting of the governance structures of the NS conducted. <b>(KFA 1)</b></li> <li>% of Board resolutions implemented. <b>(KFA 1)</b></li> </ul>
		Develop and implement a staff retention strategy.	<ul style="list-style-type: none"> <li>% of score in employee job satisfaction. <b>(KFA 1)</b></li> <li>% of score in membership satisfaction index. <b>(KFA 2)</b></li> <li>% of Staff turnover <b>(KFA 1)</b></li> </ul>
		Develop an effective management mechanism for the NS estates	<ul style="list-style-type: none"> <li>Proportion funds/revenue generated from the NS assets and IGAs. <b>(KFA 3)</b></li> </ul>

The above high-level indicators were annualized to enable the annual progress reporting as well as estimating midterm review targets. In addition, the high-level targets will through a deliberate cascading process, be localized to individual responsibility centers (departments and units) and eventually to individual staff and teams.



## 3.3 MONITORING AND EVALUATION ACTIVITIES

Three major activities characterize the monitoring and evaluation processes for the National Society's Strategic Plan;

- Periodic Monitoring & Reporting,
- Mid-term review, and
- Final review at the end of the strategy.

The processes shall help the Board and Management to keep track of the performance of the strategic plan and assess its impact. All performance monitoring and evaluation activities enlisted in this plan shall be conducted in a participatory manner.

### **PERIODIC MONITORING & REPORTING:**

These include monthly, quarterly, and annual progress reporting on the implementation of the Strategic plan to aid management decisions. The quarterly reports shall be consolidated in bi-annual and annual progress reports to the Board on the progress of implementation and performance of the plan.

The reports shall present actual achievement against set performance targets. The performance review report of the strategic plan shall be the major contribution towards the compilation of the National Societies Annual Reports.

### **MID-TERM REVIEW (MTR):**

MTR shall be conducted halfway into the implementation of the strategic plan to establish whether or not the implementation of the plan is on course, and the plan is likely to achieve the set targets in the plan.

The MTR will help to detect any variations from target performance and provide strategic measures for addressing them as well as to summarize the lessons learned from the first phase of implementing the plan that might be useful for later phases.

### **END OF TERM EVALUATION:**

This aims to assess the extent to which the strategic plan objectives would be achieved pointing at 'what worked' and the reasons as to why as well as 'what did not work' and why it did not.

The findings of the final evaluation will inform the development of the subsequent strategic plan.

***Monitoring and Evaluation keeps track of the performance of this Strategic Plan***



# 4.0 IMPLEMENTATION ARRANGEMENT

## OVERVIEW

This chapter highlights the arrangements for the effective execution of the Strategic Plan. They include the proposed coordination, structure, functionalities, and staffing requirements, as well as the roles and responsibilities of key actors. Implementation of the National Society Strategic Plan 2021/25 calls for commitment, teamwork, and innovativeness.

### 4.1 COORDINATION OF THE IMPLEMENTATION OF THE STRATEGIC PLAN

This Strategic Plan will be implemented within five years; the National Council and the Central Governing Board will play the strategic oversight role while the day-to-day implementation of the strategy will be entrusted with the Management.

The actual execution of the planned programs will take place in the branches with support from Headquarter. Capacity development of branches will be undertaken to enable them to effectively deliver the plan.



*Water, Sanitation and Hygiene promotion is used by URCS to reduce incidences of disease outbreaks resulting from poor hygiene, water and sanitation practices*



## 4.2 ALIGNMENT OF STRUCTURE AND STAFFING

To effectively deliver the Plan the current structure of the National Society will be enhanced with the elevation of some positions, establishing missing positions rationalization of workloads and filling of vacant positions as well as establishing performance-based management systems.

### ALIGNMENT OF STRUCTURE

To enhance the resilience to attain sustainability, this plan will be reviewed annually and the delivery model adjusted in relation to the funding terrain. The recommended structure addresses the gaps that emerged from consultations with partners, branch, and Senior Management Team.

These include;

- A large number of functions reporting to the Secretary-General; Lack of key functions such as grants management, Inadequate operations coordination/service delivery, Weaknesses in reporting, monitoring, knowledge management; and Misalignment in the nomenclature/ titles of the functions.

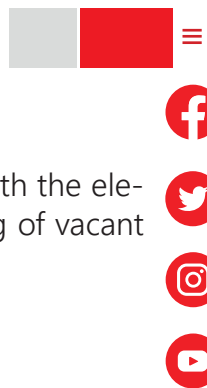
### THE STRUCTURE ADDRESSES THE ABOVE GAPS AS FOLLOWS;

- Establishment of a higher level of supervisory function; Head of Operations to oversee the delivery service departments of Health and Social services, Disaster Risk Management, Membership and Branch Development, Grant Management and PMER.
- Streamlining the nomenclature from Directors and Coordinators heading functions to Head of function. There will be eight Heads of Department, three directly reporting to the Head of Operations (Health, Disaster Management and membership and Branch Development).

Four Head of Department including; Head of Finance, Head Supply Chain and Estates Management, Head Human Resource, Digital Transformation and Administration, Head Partnerships and Resource Mobilization and the Head of Operations shall directly report to the Secretary General.

The Head of Risk Management and Internal Audit shall directly report to the Central Governing Board and with dotted lines to the Secretary Generals. The Head Membership and Branch Development shall report to the Secretary General on matters relating to branch governance. The Secretary General is the Head of Management and shall report to the Central Governing Board.

- Some of the functions that were elevated to Head were enhanced to take care of the emerging key issues that would enhance the implementation of this plan. Such as; the leveraging of ICTs for efficiency, strengthening estates management for effective service delivery and boosting internal revenue sources as well as operationalizing recommendations of the resource mobilization strategy to couple resource mobilization with Public relations.
- A functional analysis to further streamline the functions of each department; assess the competencies, job requirements, and workloads under each of the functions will be undertaken at a later stage to inform the remuneration. Appropriate job titles will be assigned at this stage to clear the ambiguity that has been surrounding the use of the current titles (Coordinator / Director).



The proposed URCS macro structure to deliver this Strategic plan is as shown below:

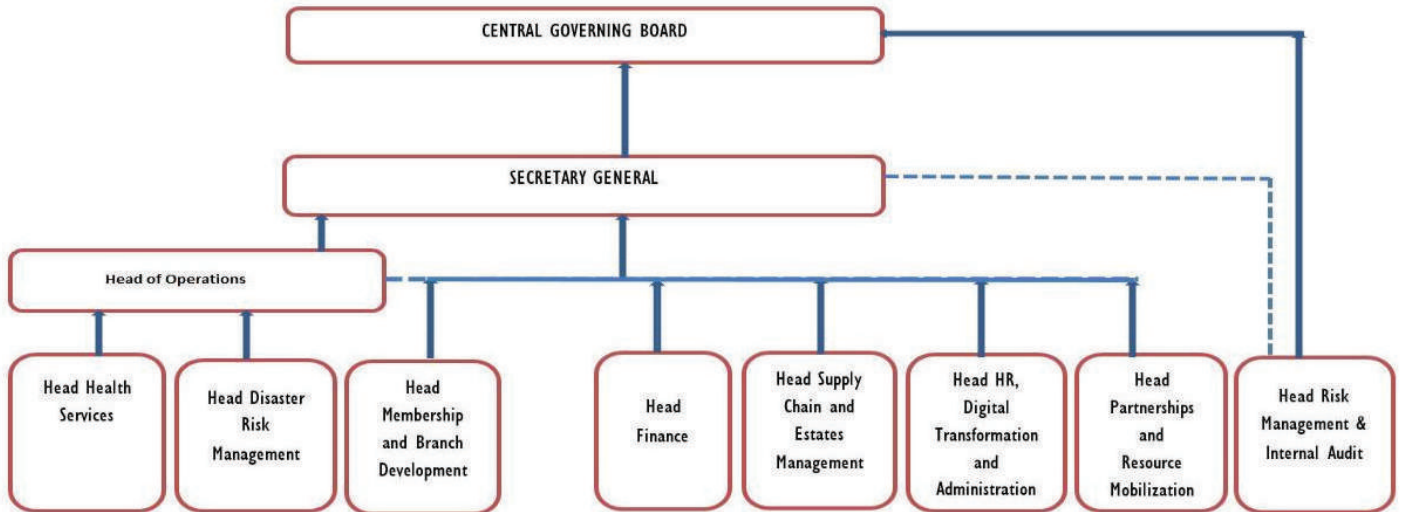


Figure 5: URCS Macro Structure

The Head of Operations shall ensure sustainability of the projects/ programs service delivery through strengthened coordination of the three departments - Health and Social Services, Disaster Risk Management and Membership and Branch Development department. In addition, the function shall coordinate and follow projects/ programs through their entire life cycle. The function shall over see PMER, Grants Management, Advocacy, Research and Information (Knowledge Management).

In order to build synergies, the Membership and Branch development function, (which implements core programs including First Aid, Blood donation recruitment through the members and volunteers at the branch level) will work closely with the Heads of Health and Social Services and Disaster Risk Management (who handle the technical aspects) to deliver services. The Membership and Branch development function will report all matters of branch governance directly to the Secretary General.

It should be noted that the functional analysis will further provide clarity on the roles to be executed by each of the functions and the reporting lines.

## STAFFING

As a short-term measure preceding other structural review and reforms, filling of the vacant position in the approved structure will be prioritized. For the proposed key positions, recruitment should be done at least in the first year of implementation of the strategic plan.

To ensure that staff perform to their best, National Society shall prioritize staff development and team-building activities structured at professional level engagements as well as soft skills training. Team building activities will help to enhance teamwork and collective accountability for results.

## 4.3 RISK ANALYSIS AND MANAGEMENT

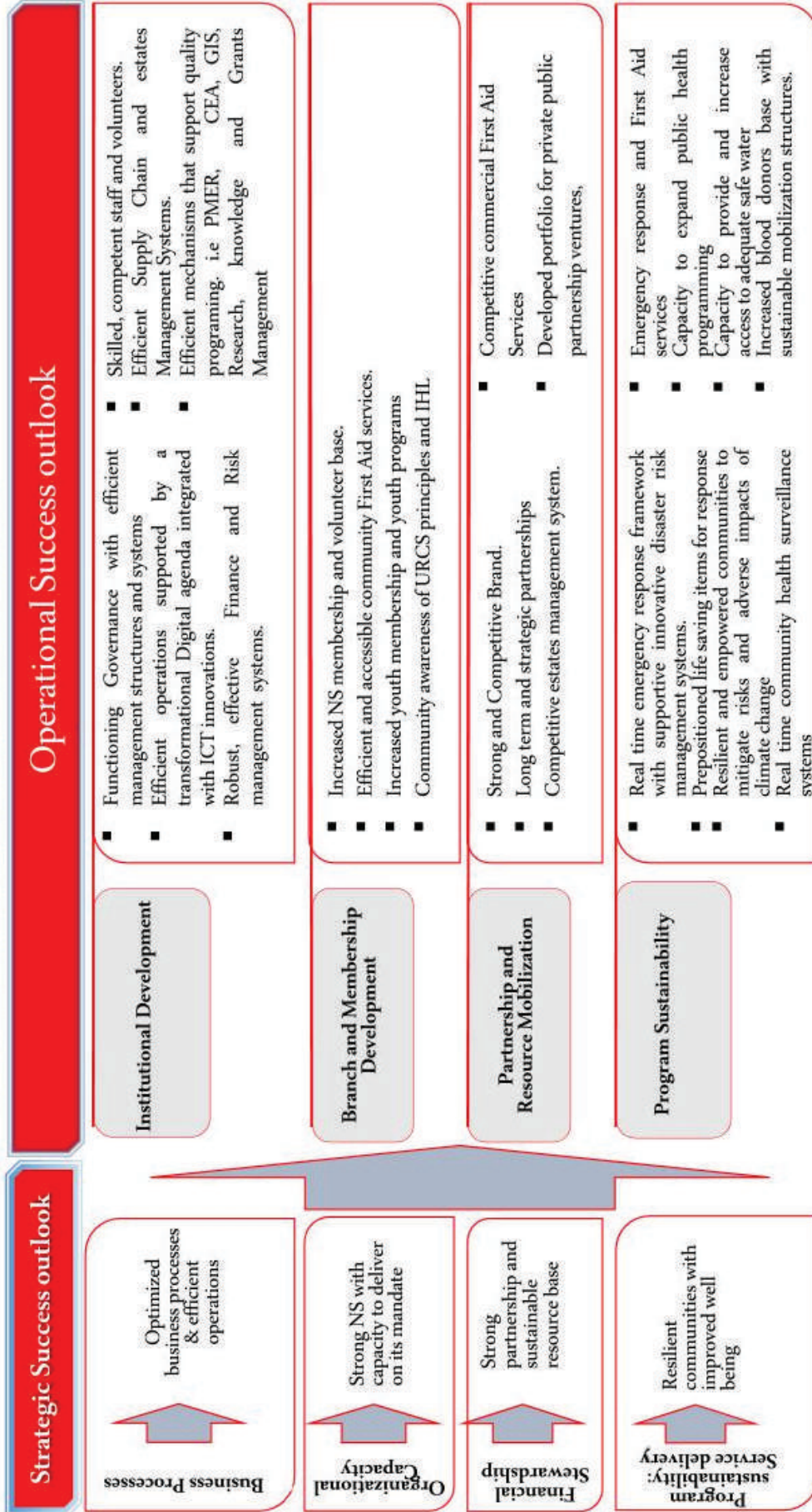
As is the practice in the Strategic Plan development process, assumptions were made some of which might not hold due to the Volatile, Uncertain, Complex, and Ambiguous (VUCA) environment we operate in today.

Certain events that were not anticipated may happen to influence the realization of the Strategic Plan objectives.

The NS will therefore strengthen the risk management and internal audit function to implement the risk management framework that will guide risk mitigation at all levels.



## STRATEGIC PLAN 2021-2025 SUCCESS OUTLOOK





## Strategic Plan 2021-2025

*Goal: To attain Institutional, Financial & Programmatic Sustainability”*

### Guiding Principles:

*Humanity, Impartiality, Neutrality, Independence, Voluntary service, Unity, Universality.*

### Where we play

**Clientele:** Communities affected by disaster or crisis, Red Cross Movement, Government, Bi-lateral & Multi-lateral Agencies, Corporates & Business Entities, Academia, Media, Individuals, Charities and foundations.

**Channels:** Branches, Partnerships and Consortiums.

**Value Proposition:** Red Cross Membership and volunteers, Emergency Response, Blood donation services, Injury prevention and Control.

**Scope/Geography:** Uganda- Country wide.

### Our Systems and Strategies

- Strategic stakeholder engagement Systems.(PPP, Consortia arrangements and other actors )
- Management Information systems (HR, ICT, finance, SCM)
- Grants management
- Estates management
- Monitoring, Evaluation , accountability and knowledge management systems.
- Surveillance, alert and Response systems.

### Our Capacity needs

- Effective and competent Governance, management structures.
- Digitizing and integrating ICT Systems
- Finance and Risk management systems
- Human Resource Capacities.
- Supply Chain Management Systems
- Approaches for Operation efficiency i.e. M&E, CEA, GIS & operational Research
- Communication & Public Relations

### How we will win

- Robust emergency preparedness and innovative disaster risk management system.
- Systems/structures that support preposition and delivery of life saving items
- Build communities that are informed about climate change risks and impact
- Community health surveillance systems
- Emergency response and First Aid services
- Expand public health programming
- Capacity to provide and increase access to adequate safe water
- Strengthen branch capacity to mobilize blood donors



# UGANDA RED CROSS SOCIETY



UGANDA RED CROSS SOCIETY  
Plot 551/555 , Block 8, Rubaga Road  
P.O. Box 494, Kampala - Uganda  
Tel: +256 - 41-258701/2 | +256-31-260615/6/7  
Fax: +256-41 - 258184

-  [sgurcs@redcrossug.org](mailto:sgurcs@redcrossug.org)
-  [Uganda Red Cross Society](#)
-  [UgandaRedCross](#)
-  [UgandaredCross](#)
-  [Uganda Red Cross Society](#)
-  [www.redcrossug.org](http://www.redcrossug.org)

