

**COMMISSION DECISION**  
**of**  
**on the financing of a Global Plan for humanitarian operations from the budget of**  
**the European Communities in**  
**UGANDA**

**THE COMMISSION OF THE EUROPEAN COMMUNITIES,**

Having regard to the Treaty establishing the European Community,  
Having regard to Council Regulation (EC) No.1257/96 of 20 June 1996 concerning humanitarian aid<sup>1</sup>, and in particular Articles 2, 4 and 15(2) thereof,

Whereas:

- (1) The progress made by the Juba Peace talks have largely contributed to the improvement of the security situation, prompted an initial return process of the original 1,500,000 persons displaced in the North of Uganda and resulted in substantial improved access to land. However, the overall situation remains fully dependent on the – so far – inconclusive peace process, whereby Internally Displaced People in Acholiland remain extremely cautious.
- (2) As of June 2007, in Acholi Region, 63% of Internally Displaced People (698,000) are still living in 112 camps; 32% (359,000) are in 334 new sites and only 5% (55,000) have returned to their villages of origin. The number of Internally Displaced People in new sites is expected to increase by the end of 2007.
- (3) Continued humanitarian assistance is required in order to continue assisting Internally Displaced People in camps as well as supporting the return process – to new return sites as well as villages of origin – in Lord Resistance Army affected areas.
- (4) It is necessary to provide a coherent framework for action in Uganda, where the scale and complexity of the humanitarian crisis within the current transition and early recovery phase is such that it seems likely to continue;
- (5) In order to maximise the impact of humanitarian aid for the victims, it is necessary to maintain a technical assistance capacity in the field.
- (6) An assessment of the humanitarian situation leads to the conclusion that humanitarian aid operations should be financed by the Community for a period of 18 months,
- (7) It is estimated that an amount of EUR 12,000,000 from budget article 23 02 01 of the general budget of the European Communities is necessary to provide humanitarian assistance to more than 1,200,000 displaced persons and returnees taking into account the available budget, other donors interventions and other factors,
- (8) The present Decision constitutes a financing Decision within the meaning of Article 75 of the Financial Regulation (EC, Euratom) No 1605/2002<sup>2</sup>, Article 90 of the detailed rules for the implementation of the Financial Regulation determined by Regulation (EC, Euratom) No 2342/2002<sup>3</sup>, and Article 15 of the Internal Rules on the Implementation of the general budget of the European Communities<sup>4</sup>.

---

1 - OJ L 163, 2.7.1996, p. 1-6

2 - Regulation (EC, Euratom) No 1525/2007 of 17 December 2007, OJ L 343 of 27.12.2007, p. 9.

3 - OJ L 357, 31.12.2002, p.1 Regulation as last amended by Commission Regulation (EC Euratom) No. 478/2007, OJ L 111 of 28.4.2007, P. 13

4 - Commission Decision of 21.02.2007, C/2007/513

- (9) In accordance with Article 17 (3) of Council Regulation (EC) No.1257/96 of 20 June 1996 concerning humanitarian aid, the Humanitarian Aid Committee gave a favourable opinion on [insert date].

HAS DECIDED AS FOLLOWS:

*Article 1*

- (1) In accordance with the objectives and general principles of humanitarian aid, the Commission hereby approves an amount of EUR 12,000,000 for a Global Plan for humanitarian aid operations to assist returning IDPs and other vulnerable population groups affected by insecurity and climatic hazards in Northern Uganda, to be financed from article 23 02 01 of the 2008 general budget of the European Communities.
- (2) In accordance with Articles 2 and 4 of Council Regulation No.1257/96, the humanitarian operations shall be implemented in the pursuance of the following specific objectives:
- In the framework of the current Internally Displaced People return and transitional phase, to provide adequate support and assistance to returnees, while continuing to assist the most vulnerable population in Internally Displaced People camps, with minimum basic services in water and sanitation, health, livelihoods and food security, Non Food Items, protection, training and education.
  - To strengthen the management and coordination of humanitarian response among multilateral and bilateral agencies and non governmental agencies in Uganda.
  - To maintain a technical capacity in the field and to assess needs, appraise project proposals and to co-ordinate and monitor the implementation of operations.

The amounts allocated to each of these specific objectives are listed in the annex to this Decision

*Article 2*

The Commission may, where this is justified by the humanitarian situation, re-allocate the funding levels established for one of the specific objectives set out in Article 1(2) to another objective mentioned therein, provided that the re-allocated amount represents less than 20% of the global amount covered by this Decision and does not exceed EUR 2,000,000.

*Article 3*

- (1) The duration of the implementation of this Decision shall be for a period of 18 months, starting on 01 January 2008.
- (2) Expenditure under this Decision shall be eligible from 1 January 2008.
- (3) If the actions envisaged in this decision are suspended due to *force majeure* or comparable circumstances, the period of suspension will not be taken into account for the calculation of the duration of the implementation of this Decision.

*Article 4*

1. The Commission shall implement the budget by direct centralised management or by joint management with international organisations.
2. The actions supported by this decision will be implemented by humanitarian aid organisations that are signatories to the Framework Partnership Agreements or the EC/UN Financial Administrative Framework Agreement.
3. Taking account the specificities of humanitarian aid, the nature of the activities to be undertaken, the specific location constraints and the level of urgency, the activities covered by this decision may be financed in full in accordance with Article 253 of the Implementing Rules of the Financial Regulation.

*Article 5*

1. The amount of EUR 12,000,000 shall be conditional upon the necessary funds being available under the 2008 general budget of the European Communities.
2. This Decision shall take effect on the date of its adoption.

Done at Brussels,

For the Commission

Member of the Commission

## Annex: Breakdown of allocations by specific objectives

Specific objectives	Amount per specific objective (EUR)
In the framework of the current Internally Displaced People return and transitional phase, to provide adequate support and assistance to returnees, while continuing to assist the most vulnerable population in Internally Displaced People camps, via improved water and sanitation, health, livelihoods and food security, Non Food Items, protection, training and education.	10,900,000
To strengthen the management and coordination of humanitarian response among multilateral and bilateral agencies and non governmental agencies in Uganda.	450,000
To maintain a technical assistance capacity in the field, to assess needs, appraise project proposals and to coordinate and monitor the implementation of operations	150,000
Contingency Reserve	500,000
<b>TOTAL</b>	<b>12,000,000</b>



EUROPEAN COMMISSION  
DIRECTORATE-GENERAL FOR HUMANITARIAN AID - ECHO

**HUMANITARIAN AID  
for  
Displaced and Returning populations  
in  
UGANDA**

**GLOBAL PLAN 2008**

**Humanitarian Aid Committee - December 2007**

## Table of contents

### *Explanatory Memorandum*

	<b>page</b>
1) Executive summary .....	1
2) Context and situation .....	2
2.1.) General Context .....	2
2.2.) Current Situation .....	3
3) Identification and assessment of humanitarian needs .....	6
4) Proposed DG ECHO strategy .....	10
4.1.) Coherence with DG ECHO's overall strategic priorities .....	13
4.2.) Impact of previous humanitarian response .....	14
4.3.) Coordination with activities of other donors and institutions .....	14
4.4.) Risk assessment and assumptions.....	15
4.5.) DG ECHO Strategy .....	16
4.6.) Duration .....	18
4.7.) Amount of Decision and strategic programming matrix.....	18
5.) Evaluation .....	21
6.) Budget Impact .....	21
7.) Management issues.....	21
Annexes.....	21
Annex 1: Statistics on the humanitarian situation .....	22
Annex 2: Map of country/ region and location of DG ECHO operations.....	23
Annex 3: List of previous DG ECHO operations .....	24
Annex 4: Overview of donors' contributions .....	25
Annex 5: List of Abbreviations .....	26

## 1. EXECUTIVE SUMMARY

Northern Uganda has experienced and partially still continues to experience large scale humanitarian needs after suffering from 20 years of protracted conflict between the Government of Uganda (GoU) and the Lord's Resistance Army (LRA). Civilians have suffered both from indiscriminate attacks and abductions by the LRA and the negative effects of the government's reprisals. A majority of the northern Ugandan population have been forced to flee their homes by LRA violence or have been relocated to camps by the Ugandan government, leading to 90% displacement in the worst affected region of Acholiland. This massive displacement has been exacerbated by sporadic Karamojong cattle raids that lead to further insecurity and displacement as well as prevent resettlement of internally displaced persons (IDPs). Climatic hazards such as drought and floods, as well as crop diseases and volcanic eruptions" could add an extra degree of risk to an already vulnerable population.

However, the promising peace talks between the GoU and the Lord's Resistance Army (LRA) and already one year interruption of LRA hostilities, have largely contributed to the improvement of the security and humanitarian situation in the North.

In Acholi, these positive changes have prompted an initial return process, accelerating the movement out of the camps of the original 1.500.000 IDPs and resulting in substantially improved access to land. However, the overall situation remains fully dependent on the – so far – inconclusive Juba peace talks, wherefore IDPs in Acholiland remains extremely cautious. As of June 2007, in Acholi, 63% of IDPs (698,000) are still living in 112 camps; 32% (359,000) are in 334 new sites and only 5% (55,000) have returned to their villages of origin. The number of IDPs in new sites is expected to increase by the end of 2007.

New return sites are mostly located in parishes of origin where returnees have better access to cultivable land. In most of these new return sites there is a lack of social services that threatens the prospects for lasting stability for the inhabitants. Furthermore, the absence of schools and health facilities in the new sites forces families to adopt a pattern of commuting to the old camp which precipitates family separation exposing women and children to increased risks, including Gender Based Violence (GBV) and other forms of abuse and exploitation.

On a positive note, the humanitarian situation is stabilising in Acholi camps, where the clusters have benefited from enhanced security to expand their coverage and improve humanitarian response.

In Lango District Oyam and Apac more than 431,000 IDPs are now permanently resettled in their original homesteads and facing the challenge of rebuilding their lives and livelihoods. A survey conducted by Action against Hunger<sup>5</sup> (ACF) shows that in Lira, where 95% of the population has returned, the prevalence of GAM<sup>6</sup> (see table in foot note) has increased from last year, which is worrying and will be closely monitored by DG ECHO<sup>7</sup>. Preliminary findings of a need assessment conducted in May 2007 indicate that there are critical gaps in access to water, education, health and protection services in new sites and in return areas. This is largely due to a breakdown of facilities, inadequate staffing and staff absenteeism.

<sup>5</sup> ACF Standardized Monitoring and Assessment of Relief and Transitions Nutritional and Mortality Surveys, Northern Uganda, April 2007

<sup>6</sup> Evolution in nutrition indicators in Lira District 2005-07 (GAM expressed in Z-scores, with 95% confidence interval)

Feb-05* (n=965)	Feb 05* (n.965)	May-06 (n=921)	Apr-07 (n=651)
Global Acute Malnutrition (W / H <-2 Z-scores and/or oedema)	1.9% (0.9% - 3.7%)	5.9% (3.9% - 8.6%)	7.1% (4.5% - 9.7%)
Severe Acute Malnutrition (W / H <-3 Z-scores and/or oedema)	0.6% (0.1% - 2.0%)	0.7% (0.1% - 2.1%)	0.8% (0.1% - 1.4%)

\* The geographical area surveyed in the 2005 survey is not the same than the ones in 2006 and 2007: comparison cannot be done as such, but the rates of 2005 are given here as indicator.

<sup>7</sup> Directorate-General for Humanitarian Aid – ECHO

According to the 2006 Human Development Report, Uganda is ranked 147<sup>th</sup> out of 177 countries. Whilst Uganda's ranking has risen steadily over the past decade, this advancement has left northern Uganda behind and their needs remain as serious and pressing as ever. With both Crisis Index + Vulnerability Index equal to 3, Uganda is identified as priority country in the GNA 2007-2008.

Since 2005, the Commission has channelled EUR 54.000.000 through DG ECHO into northern Uganda and is among the main donor for humanitarian assistance.

Humanitarian aid in LRA affected areas faces a triple challenge for the foreseeable future in 2008:

- I. Continue assisting IDPs in camps prioritising maintenance of services; improved camp management; targeted assistance to vulnerable groups (child-headed households, elderly, etc).
- II. Increase, mainly rehabilitation, interventions in return sites/areas by adopting an approach based on the catchments area of the parish to which the IDPs return.
- III. Facilitate transition assistance in villages of origin.

Humanitarian needs in Acholi are, therefore, likely to change in nature – but less so in scope or scale. Humanitarian and transition needs will coexist for at least the next 18-24 months with a progressive increase of the latter as return movements intensifies. Substantial humanitarian funding will still be needed in 2008 to ensure that vulnerable populations do not ‘fall between the cracks’.

The principal objective will be to closely assist returnees during the return and transitional phase, while continuing to provide assistance to the most vulnerable population inside the main IDP camps. Water and sanitation, health, protection, livelihoods and food security, reaching at least 1.2 million beneficiaries, are the main sectors.

This approach in Uganda is consistent with DG ECHO's 2008 strategy (Needs based, LRRD, mainstreaming of Children and HIV/AIDS)

The envelope proposed for DG ECHO's Uganda 2008 Global Plan is EUR 12 million. The duration of the Decision is 18 months, starting from 1 January 2008. Food aid will be continued to be supported in 2008 under the Food Aid (FA) decision.

## **2. CONTEXT AND SITUATION**

### **2.1. General Context**

The conflict in Northern Uganda has been labelled as one of the most vicious in Africa, and is, after 20 years, one of the longest running conflicts in Africa. Led by Joseph Kony, The Lord's Resistance Army (LRA) began a guerrilla war in 1987 in Northern Uganda against the Uganda People's Defence Force (UPDF). The conflict has caused extensive suffering to the people of Northern Uganda. At the height of the conflict around 1.8 million people have been displaced in IDP camps, between 20,000 to 25,000 children have been abducted, and the economy (especially agriculture) in the Acholi areas has been almost completely destroyed. The economic cost of the conflict on the national economy has been estimated at over \$1.33 billion US\$. This is equivalent to 3% of GDP, or \$100 million annually.

The insurgency was historically contained to the region known as Acholiland, consisting of the districts of Kitgum, Gulu, Amuru and Pader, though in 2002 the insurgency spread into Lango and Teso regions. The LRA also operated across the porous border in Southern Sudan. Most

recently the LRA have relocated to North-eastern Ituri Province in the Democratic Republic of Congo.

The peace talks between the Government of Uganda (GoU) and the Lord's Resistance Army/Movement (LRA/M) progress at a slow pace. In December 2006 the former President of Mozambique, Mr Chissano, was nominated as United Nations Secretary General (UNSG) Special Envoy for the LRA Affected Areas. This led to an improved atmosphere in the talks, and two major achievements were made:

- the signing in April of the third extension of the Cessation of Hostilities Agreement (CoHA) - to be reviewed at the end of July;
- The agreement on Agenda Item 2: Comprehensive Solutions.

The security and the humanitarian situation in Uganda have significantly improved, especially since after the signature of the signature (26 August 2006) of the Cessation of Hostilities Agreement and already one year interruption of LRA hostilities. However, significant needs remain to be addressed.

Continued **humanitarian assistance** is required to support the return process – to new return sites as well as villages of origin – in LRA affected areas. New return sites are increasing by the day and are counted in their hundreds. Voluntary and informed return, where assistance follows IDPs, is needed to ensure the dignity and humanitarian status (health, nutrition, etc.) of returned populations.

#### Some basic facts about Uganda

➤ Population	31,000,000 persons
➤ Under 5 mortality	136 p/1,000 (UNICEF 2005)
➤ Life expectancy	51.5 (UNFPA State of World Population Report 2007)
➤ Percentage of population undernourished	19% (UNDP HDI 2006)
➤ Gross national income per capita	US\$ 280 (World Bank Key Development Data & Statistics 2005)
➤ Percentage of population living on less than \$1 per day	37.7% (rural 41.7/urban 12.2) (MDG 2002)
➤ Proportion of population without sustainable access to an improved drinking water source	40% (UNDP HDI 2006)
➤ IDPs (number and percent of population)	1,400,000 (5.7%) (CAP MYR 2007)
➤ Refugees	
➤ In-country	220,000 (CAP MYR 2007)
➤ Abroad	21,752 (UNHCR June 2007)
➤ ECHO Vulnerability and Crisis Index score	3 (most severe rank)
➤ 2006 UNDP Human Development Index score	0.502: 145 <sup>th</sup> of 177 – medium

## 2.2. Current Situation

The past year has seen a series of important changes in the humanitarian situation in northern Uganda. Through the increased effort of donors and NGOs, the humanitarian situation in the IDP camps has gradually improved and movement of people out of the camps has played in favour of relatively improved access to quality service for the remaining IDPs. However, the context of the current transition/recovery phase remain complex and challenging in various aspects.

As far as **population movements** is concerned, all areas in Lango are declared free for population movement, while in Acholi Region (Pader, Kitgum, Amuria and Gulu Districts)<sup>8</sup>, 41 sub counties out of 62 have been declared free for population movement. A security buffer zone remains in northern parts of Amuru district where freedom of movement is still restricted because

<sup>8</sup> For better geographical reference, see attached map in Annex 2

of its proximity to South Sudan. There is cautious movement in Eastern Pader and Kitgum due to frequent and violent Karamojong raids.

As of June 2007, in Acholi (63% of IDPs (698,000) are still living in 112 camps; 32% (359,000) are in 334 new sites and only 5% (55,000) have moved to their villages of origin. The number of IDPs in new sites is expected to increase by the end of 2007.

In Lango Region (Apac, Oyam, Lira, Districts), only 8% (35,000) of the IDPs are still remaining in 27 camps and 92% (431,000) have returned to their villages. In Lira District, a total of 35 camps have been de-gazetted and it's expected that all the remaining camps will be de-gazetted by the end of 2007, given the rate of return movements in this region.

'When do we consider an IDP has returned' is an ongoing debate. The forced displacement was high in number, not long in distance (2/3 of IDPs moved less than 8 km from their own homestead).

After many years of displacement there is need to acknowledge change in social patterns that may influence return and settlement patterns. A persistent violence and sense of insecurity in the camps have in fact contributed to a disintegration and change of various social/cultural behaviours (i.e. IDPs have been used to live together and with closer access to main public facilities like schools and health centres). What most matter to IDPs is the access to their livelihood, usually associated with land and farming (reasonable distance and access to minimum number of acres), regardless of where the final homestead will be established.

It is likely that "urbanization" models will be in the agenda of NU in the near future, where IDPs may decide to remain in the new return sites at parish level<sup>9</sup> or even decide to continue staying in the current camps (i.e. in particular those IDPs camps [formed around major trading centres and which UNHCR intends to transform into viable communities](#)).

We consider then return rather more about access to livelihood's base than location. Humanitarian transition assistance is about getting people back on their feet and ensuring dignity in this process.

Based on the above any operational strategy based on assumption of a speedy, complete return of IDPs to their original home is neither appropriate nor effective. In fact, contrary to expectations, very few IDPs have permanently returned in their homestead of origin. In Pader, population is spontaneously settling in new sites, and in areas not yet declared safe for return.

The **security situation** has greatly improved in 2007, allowing for better access to IDP camps and in particular leading to a spontaneous and voluntary return of tens of thousands of IDPs to their homestead, including an increased access to land and livelihood opportunities.

Improved security situation are reflected in a downgrading from phase III to phase II in the United Nations security plan. The number of camps that are only accessible with armed escort has declined from twenty-nine in November 2006, to ten (six in Kitgum and four in Pader). Meanwhile, the security threat posed by armed elements known as *boo kec* (criminal groups composed mainly by deserters of various military/militia units) and by illegally armed Karimojong in the Eastern part of Pader and Kitgum, has risen. In some areas these threats could jeopardise resettlement and return of displaced populations. The average access to land is less than four hours per day in a radius of up to three kilometres, both in camps and new sites<sup>10</sup>.

The improved security conditions in the North have created new challenges in the area of human rights, especially in terms of the poor availability and functioning of civilian institutions. The

---

<sup>9</sup> The parish is lowest administrative level in the Ugandan, usually provided with basic services and where people settle closer to their original homestead enjoying both better access to services delivery within a reasonable distance range to their land.

<sup>10</sup> Katakwi and Amuria Inter-Agency Assessments, 12-14 February and 13-15 March 2007.

situation is still characterised by a wide range of human rights violations. These include poor access to justice, arbitrary arrests and detention in both civil and military detention facilities, and excessive pre-trial detention periods. In Acholi, Lango and Teso sub-regions, measures to restore rule of law and civilian policing are in place under the framework of the Emergency Humanitarian Action Plan (EHAP). Security and substantial freedom of movement have above all increased access to land and to livelihood opportunities, fostering food self-sufficiency for the populations in new settlement and areas of return. However, the cautious return in Acholiland caused by both the inconclusive Juba peace talks and lack of access to basic services, including education, health and safe drinking water, can quickly jeopardise the gains if a balanced emergency and recovery response from the GoU and its partners is not urgently provided. In addition, the commuting pattern for a significant proportion of the population in new settlement/return areas continues to threaten family unity, as women and children face the risk of abuse, exploitation and neglect.

Overall, the **humanitarian situation** is stabilising in camps in Acholi, where maintenance of services and improvement in camp management are key priorities. There is increasing concern about the new settlement/return areas where recovery activities have not started, as well as the deteriorating situation in camps and new settlement areas in Katakwi and Amuria. The main reasons for this deterioration are insecurity, food scarcity and lack of services and assistance. Priority should be given to management of the new settlements in Acholi, to avoid replicating congested and poorly planned new sites. The dramatic growth in the number of new IDPs sites presents in fact a major logistic and programming challenge. The response capacity of the humanitarian community cannot match the pace of multiplication of new sites without shifting the focus of the operation from assistance to camp/sites to services at the parish level.

**Coordination** is still a great challenge for an effective response. Cluster roll-out was relatively slow – while some clusters have picked up pace – a varying performance remains across the clusters. However, the overall general perception is positive.

**Social problems** faced are exacerbated by change in social patterns, which would require longer term interventions beyond humanitarian assistance. The estimated 25,000 abducted by the LRA since the beginning of the conflict have been returning in significant numbers to their homes and a number of initiatives facilitated their reintegration in the communities. However, chronic mental health and PTSD (post trauma stress disorder) problems require a more consistent and longer term approach as well as an adequate level of professional support. The number of 'night commuters' (children who walk long distances each night from IDP camps and rural dwellings to larger towns in search of safety from the LRA attacks and abductions) a phenomenon that commanded a great deal of attention in the past few years, has considerably decreased in 2007.

**Karamoja** continues to be faced with recurrent and increasingly severe droughts; failing crop production; and reducing options for livestock maintenance – all issues negatively impacting both human and animal health (malnutrition rates, for example, continues year after year to be above emergency thresholds). Continuous search and competition for water and pasture often leads to tribal fights and sustains a culture of livestock raiding – sometimes across the Kenyan border. GoU's forceful disarmament programme continues to be implemented heavy-handedly with possible corresponding human rights violations. The general security situation in Karamoja improved in mid-2006, but continues to fluctuate depending on season and livelihood options.

**LRRD** continues to gain momentum in Uganda. Exit strategies by DG ECHO partners' have been implemented since 2006 where collaboration with local and sub-county authorities has been continuously strengthened. EC delegation is also re-focusing its attention on LRRD and favorably contributing to the LRRD process through the NUREP programme, Water Facility (2 projects in northern Uganda) and the 10<sup>th</sup> European Development Fund (EDF)<sup>11</sup>.

---

<sup>11</sup> Several existing ECHO partners have been awarded grants under the 9<sup>th</sup> EDF EUR 20.000.000 Northern Uganda Rehabilitation Programme (NUREP). The hand-over to existing DG ECHO funded partners is welcome and will be further encouraged as a ECHO/UGA/BUD/2008/01000

### **3. IDENTIFICATION AND ASSESSMENT OF HUMANITARIAN NEEDS**

#### **3.1. Water and Sanitation**

Low levels of water coverage compounded by poor sanitation can result in a higher prevalence of disease and acts to further weaken the population. Per capita safe water consumption still in most of northern Uganda does not meet Sphere indicators<sup>12</sup> and beneficiaries who do not have sufficient water for personal hygiene needs continually make use of unprotected water sources. In recent years significant progress has been made in the wat/san sector.

Overcrowded living conditions, inadequate knowledge of good hygiene practice, community attitudes on sources of water, poor camp planning and a shortage of latrines and water have been the main causes of serious sanitation problem.

Latrine coverage for IDPs in camps is still below the minimum Sphere standards of 20 persons per stance. Kitgum is 35 persons per latrine stance; Pader is 33; Gulu is 28 and Amuru is 40 . Overall, access to potable water and latrines for IDPs in camps remains below the Sphere (15l/p/day for water and 20 persons per latrine stance).

The return process, with little to non existing Watsan infrastructure in the new sites, meant that efforts of Watsan partners have shifted largely from the old IDP camps to the new sites. This has of course resulted in gains in water access in the old camps, albeit water availability in both old and new sites is still below the sphere standards of 15l/p/day. Increases have been observed in the old IDP camps to such an extent that Kitgum and Pader have registered significant improvement from 2006 from 7l/p/day to 12l/p/d as in Kitgum and 12l/p/day to 18l/p/day in Pader.

The water and sanitation situation is worse in new settlement sites in all the regions. An earlier assessment established that more than 51 new settlement sites in Gulu and Amuru do not have any source of safe water and there were hardly any latrines. A high incidence of diarrhea and stomach pains in the new settlement sites has been attributed to this. However, the water situation is better in Kitgum at an average of 13l/p/day, although it also varies from one site to another, with some sites having no water at all. In Pader, average access to safe potable water in return sites is 6.1 l/p/day but the situation is improving on a daily basis due to continued interventions by Watsan implementers.

Construction of latrines, hygiene awareness campaign and education have also largely contributed to mitigate effects of diseases outbreaks (i.e. cholera and measles).

#### **3.2. Health, Nutrition and HIV/AIDS**

There is a need to improve the referral system. The distance to Health Centres is increasing when people return to their areas of origin. ACF nutritional survey indicates an increase in GAM rates (refer to table above, pag. 1. footnote 6), which is not attributed to food insecurity but to lack of services, including health. In Acholi and Lango, access to health services is in fact poorer in new sites and return areas. An assessment of 15 new sites in August 2006 in Gulu/Amuru for example showed that only one had a functional health centre. This has in part been attributed to the breakdown and/or lack of health facilities in most of these areas. In Lango, only four of the existing health units remain closed. However, most operational health centres are not operating at full capacity (operating only a few hours a day and lacking basic equipment and facilities).

---

systematic strategy for LRRD in the future. Under the Water Facility 2 wat/san projects target northern Uganda – AMREF EUR 4.000.000 and UNICEF EUR 5.000.000. DG ECHO was instrumental in getting ‘Conflict Resolution and Agricultural Recovery of Northern Uganda’ named as a focal sector in the 10<sup>th</sup> EDF.

<sup>12</sup> Sphere standards: 1 water point to every 250 people; minimum 15 litres per person per day.

Some of the problems of the sector in all the regions staff absenteeism, partly attributed to lack of accommodation at the health units, shortage of qualified personnel, shortage of equipment and drugs supplies.

In a context of massive displacement, overcrowded camps and poor sanitation, the propensity for the spread of disease and outbreaks of epidemics has a significant effect on the health of the population. Communicable diseases (Malaria, Respiratory Tract infections (RTI) and diarrhea) are the main causes of mortality and morbidity in all the regions. Poor environmental sanitation, poor access to safe potable water in camps, poor vector control and low awareness in communities are considered the major contributing factors. However Acholi and Lango have registered improvement in management of malaria through distribution of nets, introduction of co-artem<sup>13</sup> and IRS. There is also high incidence of diarrhea and stomach diseases and eye and skin infections in new settlement areas where access to water and sanitation facilities is poor.

The nutritional status of children under 5 years in Acholi has stabilised, even slightly improved (below the emergency threshold). According to the ACF/UNICEF survey conducted in May 2007, the Global Acute Malnutrition (GAM) rate for Gulu/Amuru is down to 3.1% compared to 4.3% in June 2006. Other previous surveys established the GAM rate for Pader at 4.5%, while Kitgum had a higher rate of GAM at 7.2%. HIV/AIDS remains a major threat in the districts. According to the 2005 National HIV sero –prevalence survey, Acholi and Lango sub regions have a prevalence of 8.2%, the second highest in Uganda. In Gulu and Amuru, up to 40% of the children admitted to therapeutic feeding centres test positive for HIV/AIDS.

Strengthening disease surveillance and response, establishing emergency referrals from Health Centre IIs to Health centre IIIs, improving access to health services in new sites/return and expansion of outreaches for immunisation for people moving to new settlement sites/return areas are key challenges for the cluster in all the regions.

### 3.3. Livelihoods and Food Security

In Acholi, access to land has increased by about 40% since June 2006 (from 3.09 acres in June to 4.4 acres per household in March 2007) and IDPs are spending more hours in their gardens. Access to land is higher in new/return sites (5.24-5.31 acres per household). This positive trend needs to be supported with diverse livelihood interventions, including livestock production, marketing opportunities, micro credit and other income generating activities.

About 80% of IDPs in camps and new sites/return areas in Acholi and Lango received seeds and tools for the first season 2007. However despite the increment in access, land utilization remains low due to low quantities of seeds and tools supplied. With increased population movement, it is anticipated that between 90-95% of farmers in Gulu/Amuru will be able to access their own land or land provided free of charge by relatives or friends during the first cropping season of 2007.

The main sources of food for IDPs in camps in Lango and Acholi are own production, food aid and the market. However, diet quality and diversity remains poor for about 60% of the IDPs in Pader and Kitgum. In Pader, food locally available is still insufficient for the population and many families have one meal a day.

Due to a break in the WFP food pipeline, food aid rations for IDPs in camps and return sites in Acholi and the remaining IDPs in camps in Lango was reduced from 60% (Acholi) and 50%

---

<sup>13</sup> **Coartem** is the commercial name of [artemether–lumefantrine](#), a drug combination effective in treating [malaria](#), developed by the Ciba and Sandoz laboratories in 1996. Subsequent to their merger, the patent now belongs to [Novartis](#). It was added to the [WHO essential drug list](#),<sup>[1]</sup> showing a success rate above 95 %. It has been used first line treatment of uncomplicated malaria under the Ministry of Health National Protocol. . In 2006 the Uganda MoH protocol was changed to include coartem as the first line treatment.

(Lango) to 40% for two months (April-May). IDPs have managed to cope adequately with the reduction in the food aid basket through a number of coping strategies like improved market access and own production. All extremely vulnerable persons (EVIs) continued to receive 100% food aid rations.

Short term interventions to improve food security include maintaining food aid in camps where access to land is still limited; limited food aid will also be required for the returning population to support the households during the transition phase. Mid to long term interventions include diversification of land based livelihoods (support for livestock, poultry, fish farming etc.) and the provision of improved seeds; draft animal power to increase land under cultivation; reinforcing mechanisms for settling land related disputes.

### **3.4. Non-Food Items**

There are still non-food item (NFI) needs in the IDP camps, especially items best adapted for cooking, collecting water and protection from mosquitoes. Special attention for NFI distribution should be also given to returnees as part of a resettlement package.

### **3.5. Training and Education**

Education in northern Uganda has been highly neglected. Despite the physical presence of schools, teachers and school items are short in supply. Education levels in the camps have been described as "chronically low."<sup>14</sup>

Displacement of most schools and congestion in learning centers continue in Acholi. For example in Pader pupil classroom ratio is 137: 1; the ratio in Gulu is 82:1 and in Kitgum the ratio is 96:1, compared to national standard of 52:1. In Lira, only 4 schools remain displaced compared to the 95 primary schools (47%) in Gulu/Amuru.

The displaced schools have access to safe water at their temporary sites/learning centres; however, the water sources are shared with communities, which leads to frequent break down and poor maintenance. Access to sanitation remains poor (in Gulu/Amuru pupil latrine ratio is 75:1; in Pader pupil latrine ratio is 130:1 and in Kitgum the ratio is 94:1, compared to a national standard of 40:1).

It is expected that the number of displaced schools returning to their original sites will increase in Acholi by the end of the year and this will put a lot of pressure on the education sector to support a phased return (transportation of furniture, provision of water and sanitation). Most structures at return sites are old and dilapidated and in need of rehabilitation. There are critical sanitation gaps in schools that have already returned to their original sites. Other challenges in the cluster include: the need for rehabilitation of school structures, the construction of teachers' housing; the provision of psychosocial support to children affected by trauma as a result of the displacement; the high rates of school drop out, the teacher absenteeism and lack of teaching materials in schools.

Limited emergency education measures should be kept in order to prevent an entire generation of northern Ugandan children from being deprived of their right to education. All such emergency education measures should be temporary with a clear plan to pass any programmes to development counterparts as soon as possible.

Vocational training is still needed to help reintegrate former combatants into society and provide them with a sustainable livelihood. Training about human rights and the rights of women and children has proved to be very effective in northern Ugandan camps, especially in regards to domestic violence, and should be encouraged in order to keep IDPs involved and informed of their rights.

---

<sup>14</sup> "Only Peace Can Restore the Confidence of the Displaced." March 2006. Commissioned by IDMC, Norwegian Refugee Council and Refugee Law Project, Kampala, Uganda.

### **3.6. Protection**

The Protection Cluster has led to strong advocacy and the promotion of freedom of movement and safe and voluntary return of IDPs to their places of origin in Acholi and Lango. This effort has been complemented by the December 15 2006 JMC statement (Operational Approach for Supporting Population Movement in North and North Eastern Uganda), which is used to guide population movements in the districts, including in Teso. However, in Kitgum and Pader, there has not been an official declaration of freedom of movement in approximately half the number of sub counties.

Police presence in all the regions has been strengthened with deployment of Special Police Constables (SPCs) and ASTUs (particularly for areas bordering Karamoja). However the number of regular police remains low; ill disciplined and poorly trained and resourced security personnel (SPCs/ASTUs/LDUs) are of concern for the human rights protection of the IDPs in all the sub regions.

Some of the protection concerns associated with the return process in Acholi and Lango include the separation of children/splitting of families and the need to support Extremely Vulnerable individuals (EVIs).

Cases of human rights violations including torture have been received and reported to local authorities, NGOs and UN agencies.

In Kitgum, the GBV (Gender Based Violence) sub sector is the most neglected area of protection and the sub sector appears to attract very limited funding.

Night commuting has significantly decreased in the Acholi region. The number of night commuters in Kitgum reduced from 5,619 in 2006 to 61 at the end of March 2007. In Gulu, the numbers has reduced to 329 and Pader still has the highest number of night commuter (589). A number of night commuter centres have been closed and support programmes have been gradually shifted from the night commuting centres to the communities.

In Kitgum, it is anticipated that between 500-700 children associated with the LRA will return if the peace agreement is signed in Juba. This group will require support to reintegrate in the communities.

Domestic violence against women remains another serious issue in the IDP camps, even though there is no official monitoring system in place and no official numbers are known. The most frequently cited reasons for this violence are alcohol, the patriarchal system and the strict traditional customs. Reports from the IDP camps reveal that children are often involved in prostitution, are attacked, raped and beaten. Information on such abuses is only partially documented and projects should be developed in order to continue supporting the protection of both women and children. Effective camp management and support to communities' structures that address child protection can help prevent such abuses and mitigate the risks that these are replicated in new return sites.

It is then vital to ensure the protection of both the northern Ugandan population and the reintegration of former combatants. This type of support not only protects these individuals but also advances the protection of northern Ugandans as the risk of former combatants returning to violence is reduced.

### **3.7. Camp Management and planning**

The lack of careful management and planning in IDP camps in the past has led to overcrowded living conditions resulting in poor sanitation, health hazards and habitat related dangers such as fires spreading from huts. Even though the return process is gaining momentum and large

movements of IDP out of the camps are expected in the next future, support for camp management and planning is still needed both in old camps and in the growing number of new settlement areas, in order to determine appropriate service delivery, maintenance of water points and other public facilities, support for the most vulnerable people, and to avoid health hazards. Camp Management will also include actions to close camps after return so as to ensure environmental safety and eliminate protection concerns from empty unused structures.

### **3.8. Coordination**

Coordination is still a great challenge for an effective response. Cluster roll-out was relatively slow – while some clusters have picked up pace – a varying performance remains across the clusters. However, overall the general perception is positive.

The 2007 UN CAP recognized the need for increased coordination and support services. OCHA's involvement in northern Uganda has resulted in improved coordination and awareness of humanitarian activities which has impacted the districts and disaster management committees. DG ECHO strongly supports the UN cluster approach which should promote an increased coordinated approach amongst UN agencies, NGOs and government bodies. DG ECHO partners should take part in the cluster set up in order to promote efficiency and the streamlining of humanitarian aid in northern Uganda. The Clusters are also to be considered a forum not only for information sharing, but also for joint planning, division of labors, sharing lessons learnt as well as good practice.

## **4. PROPOSED DG ECHO STRATEGY**

### **4.1. Coherence with DG ECHO's overall strategic priorities for 2008**

The strategy proposed under this Decision is consistent with the overall DG ECHO strategic priorities in three ways:

- **Linking Relief, Rehabilitation and Development (LRRD):** LRRD is an increasing priority in northern Uganda. DG ECHO systematically liaises with other Commission services and donors with the aim of encouraging implementation of the Commission's policy on LRRD whenever possible.
- **Needs-based approach:** Geographic priorities in DG ECHO are defined every year by a combination of field level needs assessments and analyses of aggregated data on relevant humanitarian indicators (insecurity, refugees, IDPs, mortality and morbidity rates, malnutrition rates, disaster proneness, etc). There is also a comprehensive consultation of humanitarian actors and stakeholders. Uganda has been identified as a high needs country.
- **Promoting quality humanitarian aid through systematically mainstreaming cross-cutting issues into its operations:** Support to cross-cutting issues such as children, women, environment, domestic violence, HIV/AIDS, etc., will be provided by mainstreaming them into the individual projects. Special attention should also be given to children, formerly abducted persons and single mothers, as they suffer from social stigma and due to their lack of social capital, are often the most vulnerable individuals.

DG ECHO's response will be to focus on an integrated, multisectorial cross-sector package covering water and sanitation, health, livelihoods and food security, non-food items, training and education, protection and coordination.

With consistent improvements in the current context - greater access, better advocacy, innovative projects, greater understanding of the operating environment by the humanitarian community and donors - DG ECHO's current approach will have the following **four principal dimensions**:

- ✓ Consolidation phase has been developing over the past two years and will continue to further evolve, with DG ECHO building on past achievements in sectors where it has a proven added-value (e.g. health, sanitation);
- ✓ Vertical, down-stream approach will emphasise the impact on beneficiaries and the sectors as a whole of any ongoing operation;
- ✓ Hand-over of DG ECHO funded operations at the most appropriate level has been examined and continued in 2007. This will be further strengthened in 2008 during a more consolidated early recovery and transition phase; with a view to planning based on needs and smooth transition to developments, a 1-2 years phase-out from Uganda is envisaged.
- ✓ Contingency planning will still be given priority and should be streamlined into all operations; it will be necessary to enable flexibility to deal with the changing situation on the ground (increase return/resettlement or high insecurity).

#### **4.2. Impact of previous humanitarian response**

Since 2004 DG ECHO has greatly contributed to provide a continuous and effective relief response in LRA-affected; the response to basic needs such as wat/san, health, NFIs, and last but not least food security as well as protection and coordination have been scaled-up significantly. Humanitarian access due to insecurity and sub-optimal co-ordination have been the main constraints.

Although humanitarian indicators in northern Uganda remain still below Sphere Standards across several sectors and regions, former humanitarian operations have definitely shown a positive impact. The increased supply of water, latrine coverage, food intake, health services and hygiene promotion resulted in a healthier population able to use a variety of coping mechanisms.

The improvement of water coverage is also a testament to the diligent work of DG ECHO partners in northern Uganda. Although average water coverage still falls below Sphere standards<sup>15</sup>, DG ECHO in 2006 financed an upgrade of water supply from low yielding hand-pumps to high yielding motorized systems – contributing to increase water availability above the minimum Sphere standard threshold in a number of camps. IDPs surveyed in several camps had in fact few or no complaints about the water situation, although a high rate of diarrhoeal diseases in these camps still reveals the need for further humanitarian assistance and improvement.

DG ECHO also has continued to reduce dependence on food aid by increasing self-reliance of IDPs through livelihood security programmes and income generating activities. *In 2006* more than 150,000 households in Acholiland, Lango and Teso received agricultural inputs (seeds, tools, livestock, etc). 21,300 households participated in seed fairs where farmers made their own decisions on what kind of agricultural inputs they wanted.

Again in 2006, 665 child protection structures (basic social welfare systems) were established by UNICEF in 65 camps and 11 sub-counties in areas of return and have assisted 11,551 vulnerable children. 20,940 vulnerable children and young people benefited from vulnerability reduction activities (education, livelihood programme and psychosocial support). Over 500 formerly abducted children received assistance and were reintegrated into their communities. Other extremely vulnerable children and women received similar assistance.

DG ECHO continues to respond to the needs of the Ugandan crisis. During 2000-2002, DG ECHO funds made available for Uganda totalled nearly EUR 4.000.000 and an additional EUR 8.000.000 of funding was released in 2003. In response to the worsening of the humanitarian crisis, DG ECHO increased funding to EUR 18.620.000 in 2004, EUR 14.000.000 in 2005 and in two separate Decisions in 2006 released EUR 15.000.000 and EUR 4.000.000 respectively. In

---

<sup>15</sup> Sphere minimum standards are 15 litres of water per person per day.

2007 further support has been secured releasing all together 21.000.000 (including 8.000.000 of food aid).

### **4.3. Coordination with activities of other donors and institutions**

Uganda continues to receive significant budget support from a variety of donors, including the European Commission. About 38% of the 2007/8 national budget is financed by external donors. The foundations for effective coordination among humanitarian aid donors has been laid by the roll-out of the IASC (Inter-Agency Standing Committee) Cluster approach, but much practical co-ordination work at district level still needs to be strengthened and streamlined.

DG ECHO, especially at field level, actively participates in the Humanitarian Technical Donors (HTD) and Northern Uganda Rehabilitation and Development (NURD) donor groups and other technical working groups both at Head of Mission and Government technical level, in order to reinforce donor harmonization and the need for shared policies, a common response and implication in northern issues.

### **4.4. Risk assessment and assumptions**

Main factors which may have a negative impact on the implementation of the strategy:

#### Insecurity

a. A failure of the peace talks and resumption of hostilities would reverse the return process and require humanitarian assistance to focus almost exclusively on IDP camps.. Humanitarian access will again become a challenge. The humanitarian community may no longer be seen as neutral by the LRA considering the prominent role of the ICC indictments in the Juba peace talks.

b. Armed banditry and small arms proliferation is on the rise both in LRA affected areas and in Karamoja and can only be countered by increased policing/arms control.

c. Localized presence of land mines and un-exploded ordinances (UXOs) can potentially slow down population movements. DG ECHO recognizes the dangers and challenges that UXO and land mines pose to IDPs and returnees, especially as these individuals return to heavily mined land.

#### Epidemics

It is necessary to ensure that epidemics are controlled. 2007 bore witness to continuing cholera epidemics. Funding is available to partners where necessary to prevent and combat such outbreaks.

#### Access

Poor road conditions may hamper access to both camps and return areas. Recent floods, which have affected at different extent vast areas in the North, may also affect access in the short-term.

#### Land disputes

Localized and increased land disputes may hamper access to land for returnees. So far, most reported cases are boundary disputes within families and are often addressed through mediation of NGO partners supporting legal aid.

#### Government support

Central and local authorities fail to provide adequate support and commitment in order to ensure appropriate maintenance and management of service delivery, especially in return sites (i.e. Health Centers, school, high yielding water supply systems)

#### Climate

Drought, volcanic eruptions and floods if they occur could further undermine the fragile state of northern Uganda's displaced. Given that risks of hazards could potentially further undermine that

fragile state of Northern Uganda's displaced, DG ECHO will consider if these risks can be minimized by mainstreaming disaster risks reduction and disaster preparedness components in relief and rehabilitation interventions, as appropriate.

#### Contingency Planning

Capacity for flexibility in humanitarian operations will remain very relevant in 2008 given the likelihood of a continuous and large-scale return scenario. Partners must monitor the situation closely and adapt their contingency planning accordingly. District authorities will be prepared to activate contingency plans previously designed for such a scenario.

#### Sustainability

Longer-term planning and partner actions are now increasingly important in the current context of planning for the hand-over of DG ECHO-funded interventions. Better needs assessments, contingency planning, and improved donor coordination, will all contribute to more sustainable actions in-country.

### **4.5. DG ECHO Strategy**

DG ECHO's principal objective is to assist vulnerable population groups affected by insecurity and climatic hazards.

Humanitarian assistance in return sites/areas or origin will concentrate on the rehabilitation of social infrastructure (watsan, health clinics and limited education support) or new investments where considered appropriate while at the same time continuing to enhance food security. Interventions must be in line with the parish approach and should, to the extent feasible be aligned to District Development Plans (which are, in principle, bottom-up from the parish level) provided that the district plans correspond to and capture the needs in the area.

Humanitarian focus in the original IDP camps will gradually shift to concentrate on protection and targeted assistance for vulnerable groups, while assistance in return sites/areas will concentrate on the rehabilitation of social infrastructure (watsan, health clinics or even schools) while at the same time continuing to enhance food security. The GoU at central and district level should shoulder the responsibility for its own humanitarian crisis and continue to closely cooperate with all concerned humanitarian and development stakeholders in order to facilitate a smooth transition to sustainable and community based long term development.

Geographical coverage will mainly focus on the Acholi region, while well designed food security interventions for 1<sup>st</sup> season 2008 may be considered for Lango and Teso regions. Other livelihood shocks and minor natural disasters in NU may be also responded to.

While main sectors of interventions are wat/san, health, FS and livelihood recovery, NFI, protection and coordination, DG ECHO is planning to address camp management and return monitoring issues through an ad hoc decision, in partnership with UNCHR.

Analysis by sector of intervention:

#### ***Water and Sanitation:***

In line with the 2007 UN Consolidated Appeals Process (CAP) rehabilitation and new construction (where appropriate) in return sites will be increasingly supported. This includes a progressive shifting from high yielding water system in mother camps to more sustainable and suitable hand pumps, in return sites. Operations and maintenance (O&M) of high yielding water systems should continue. Partners will be encouraged to look more towards hand over and/or possible alternatives that would ensure continued water supply – if authorities/communities are unable to meet O&M costs for a motorized system, it can be replaced with hand pumps in the extreme.

Sanitation activities should, together with water interventions, also aim to become sustainable. A whole package of interventions dealing with hygiene promotion activities, sensitisation to water purification, understanding cultural taboos and coping mechanisms with regards to sanitation, will still receive the necessary attention during the return phase. Returnees will be mainly supported in building up their own household latrines. Latrine coverage data and more systematic updated data should be drawn up. Determining the most appropriate type of sanitation structure for a given camp and return sites in particular, as well as recommending modalities for community responsibility and involvement in upkeep and design remains important.

Partners will be asked to have a standardised, consistent approach to water and sanitation provision at project design phase. A technical analysis or feasibility study which considers population/demand, water availability, choice of technology including operation and maintenance issues, implementation timeframe, cost per unit of water provided and sustainability, with the aim to capitalise further on standardisation and past lessons in the watsan sector will be considered. The likely forthcoming increase of IDP return indicates that intervention in the sustainable water and sanitation infrastructure is needed not only for IDP camps, but in particular for villages and other areas of IDP return.

### ***Health:***

The lack of human resources in Health Centers remains a major concern and an obstacle to reactivation of services at peripheral level. The capacity of the government to address this problem is limited – recruitments are often not successful. Partners have underlined the need for a contingency to address this issue either in the form of staff rotations between districts, redistribution of staff within districts or incentive schemes. LRRD in the health sector is in fact very complex. It is difficult for DG ECHO to address human resource problems, as it requires a long-term sector-wide approach for which DG ECHO is not the most appropriate instrument. However, DG ECHO through its partners, together with government bodies, including the districts, and other donors will continue to advocate for improved health service capacity and delivery; improved health information collection, analysis and feedback and a system of joint planning, monitoring and impact evaluation, in line with minimum required Sphere standards. Supervision and management of peripheral Health Centres (HC) is lacking - an issue that needs to be scaled up.

Primary health care continues to be a basic priority. DG ECHO will continue to support the provision of basic health care services through the support of existing and emerging MoH/DDHS (Ministry of Health – District Department of Health Services) structures, especially community health structures (CHWs –Community Health Workers, TBAs Traditional birth attendant, CORPs – Community Resources Persons, etc). Enhancing social mobilization and capacity building of the above community health structures will remain of the utmost importance for health promotion, disease prevention, home-based care and data collection. A holistic and integrated approach, where partners, in cooperation with HCs plan what is required to reactivate quality service, is favored. A clear commitment and/or contribution from the government should be received before investing in government health structures.

Limited support to the five main hospitals in the north may still be considered; HIV/AIDS programmes, immunisation and vaccination campaigns, maternal and child health programmes, roll out of the new malaria treatment protocol and rapid response to epidemics remain important interventions.

### ***Livelihoods and Food Security:***

The UN CAP identified both food aid as well as food security and livelihood support as priority needs for northern Uganda.

Access to land provides the basic livelihood of the displaced. As mentioned above, preliminary results from FAO land access/use study carried out together with WFP in all sub-counties in the Acholi sub-region, indicate that land access has increased by 40% across all the districts in the sub-region. While over 80% of the people received seeds, 85% of respondents to the survey indicated that seed quantities were insufficient to enable them to produce enough food as well as seeds surplus for the subsequent season. It also emerged that 80% of the livestock was lost during the insurgency. This requires support to restocking and animal power for increased productivity and income diversification.

Food aid will be continued to be supported in 2008 under the Food Aid (FA) decision, mainly through WFP and with an estimated allocation of 4.000.000 EUR. Instead, increased food security and livelihood support remains a strategic priority for DG ECHO, to be addressed under the GP. Support to Food security has increased from 15% in 2004 to 25% in 2006 and will be further increased in 2008. Stimulation of local market, improving productivity, seed multiplication and limited Income Generating Activities (IGA) as well as the empowerment of IDPs to make choices should be integral to such diversification. This will include support for land opening and livestock restocking. DG ECHO is also in favor of increasing access to markets, Cash for Work, voucher systems & seed fairs.

The Emergency Food Security Assessment (EFSA) conducted in May 2007 indicated an overall improvement in the levels of self-reliance amongst IDPs in Northern Uganda, due mainly, as mentioned above, to an increase in the land accessible for cultivation. As planned in the CAP 2007, a ration adjustment has therefore been implemented for IDPs from July this year, reducing the general food ration from a prevailing rate of 60% recommended daily allowance (RDA) to 40%.

In 2008 food security and returnees self reliance will require the close monitoring of projects and an impact evaluation on household consumption and nutritional value. In the long run, it is far more beneficial and cost effective to support food security and livelihood interventions than food aid.

#### ***Non-food items:***

Policy here will be flexible in line with the needs of returnees and/or the possibility of drastic change on the ground (return/resettlement/deterioration of security concerns). Returnees would need targeted and assessed resettlement kits containing items such as seeds, tools, mosquito nets, shelter materials for vulnerable groups, and food packages in order to ease the transition to their villages and reduce the possible pull factor from the IDP camps. Sanitary material for women and condoms for HIV/AIDS prevention are also necessary.

#### ***Protection:***

DG ECHO considers support to Extremely Vulnerable Peoples (EVI) an important protection action. It is, however, important to address impediments to the return of EVI through targeted actions aiming at durable solutions.

Support to community structures addressing child protection will be continued. DG ECHO expects UNICEF to ensure a consistent protection framework for children. DG ECHO has acknowledged varying performance across the Child Protection Committees (CPCs). The recent CPCs review showed less positive results; CPCs poor performance and lack of clarity on their roles. The participation of police in CPCs was also questioned. The involvement of Community Development Officers in CPCs would be a correct approach and important for the sustainability of such community structures.

Former combatants returning from war are to be assured of humane treatment by their interlocutors under the Geneva Conventions. Community-based reintegration will continue to be supported for formerly abducted children, adolescent and child mothers. A diversity of

approaches will be supported in both camps and return areas to ensure the continuum and sustainability of the reintegration process; limited support to standby reception centre capacity may be considered if appropriate.

DG ECHO is also considering minimal support to the education sector. Family separation (an increasing protection concern) is linked partly to lack of education services in return areas. DG ECHO plans for minimal interventions in the education sector such as rehabilitation and staff houses. A clear commitment/contribution from government should be received before investing in government educational structures. Institutionalization of interventions is relevant and important for continuum.

DG ECHO also recognizes the danger which land mines present to IDPs and returnees and will therefore support land mine awareness activities. Camp inhabitants and town-dwellers alike should be trained in the recognition and reporting of such devices.

### ***Coordination:***

There is a continuous need for improvements in the coordination of humanitarian activities. Lack of effective coordination can still lead to the duplication of activities, frustrations on the part of humanitarian actors and unnecessary burdens being placed on those who are seeking to carry out efficient operations. Better data, rigorous analysis, mapping and information-sharing as well as continued support of the UN Cluster approach will be supported by DG ECHO. The OCHA mechanism will maintain an important role in donor fora and in the context of the hand-over of humanitarian operations to development funds.

Humanitarian needs in Acholi are, therefore, likely to change in nature – but less so in volume. Substantial humanitarian funding will still be needed in 2008 to ensure that vulnerable populations do not ‘fall between the cracks’.

Humanitarian focus in the original IDP camps will shift to operations and maintenance of minimum services. Focus on how durable solutions for EVIs can be obtained, by exploring/addressing impediments to return through protection and targeted actions.

Flexibility in partnerships, enabling a timely response to the ever-changing situation on the ground, and contingency planning to ensure appropriate responses according to needs is vital and will be considered mandatory. Northern Uganda is not ‘out of the woods’ – yet.

Partners will be encouraged to provide higher-yielding and results-oriented interventions, as well as innovative approaches using new technologies. More sharing of information, such as brainstorming of ideas for project approaches, solid data analysis and feedback, together with consistency on mortality and malnutrition rates will be encouraged and supported.

The current flood emergency situation in eastern Uganda is serious, and DG ECHO is envisaging to respond through an emergency decision. However, based on our rapid field assessment the situation it has not been considered as dire and widespread as depicted by UN Flash appeal. The floods have resulted in water-logging and saturated soils, rather than widespread areas under flood waters. The flood effects have insofar, mainly negatively affected food security – both immediately (food aid) and in the medium term (food security) – and physical access. In the Acholi region the impact has been mostly on very difficult road conditions with many roads cut due to rains. In collaboration with other donor community DG ECHO is planning to provide main support in food aid and FS, wat/san and logistic (critical roads and bridges repair, food aid transport). In Teso and Lango regions the GP 2008 may provide a further boost to returnees through well designed food security interventions.

In 2008, DG ECHO will continue to reinforce its LRRD strategy with the different concerned Commission services as well as DG ECHO’s implementing partners. LRRD continues to gain momentum in Uganda. Exit strategies by DG ECHO partners' have been implemented since 2006

where collaboration with local and sub-county authorities has been continuously strengthened. EC delegation is also re-focusing its attention on LRRD and favourably contributing to the LRRD process through the NUREP programme, Water Facility (2 projects in northern Uganda) and the 10<sup>th</sup> EDF<sup>16</sup>, in particular via the focal sector named 'Conflict Resolution and Agricultural Recovery of Northern Uganda'. Vital sector like health, remain the most appropriate for LRRD and this will continue to be emphasised in appropriate fora throughout 2008.

Considering the overall donor response to LRA affected areas, especially EC NUREP and Water Facility projects, current humanitarian needs as well as the importance to further consolidate LRRD, DG ECHO will continue to provide substantial humanitarian funding to northern Uganda.

As above mentioned camp management and planning needs as well as return monitoring have not been included in the response envisaged under this GP, but will be addressed through a separate ad hoc decision of 2,000,000 EUR (using 2007 reserve funds).

DG ECHO's technical assistance office in-country will assure that the strategy is applied in-country.

### **DG ECHO's objectives are as follows:**

**Principal objective:** To assist vulnerable population groups affected by insecurity and climatic hazards.

### **Specific objectives:**

- In the framework of the current IDPs return and transitional phase, to provide adequate support and assistance to returnees, and to relieve the suffering of most vulnerable IDPs and refugees, with minimum basic services in water and sanitation, health, livelihoods and food security, NFI, protection, training and education.
- To strengthen the management and coordination of humanitarian response among multilateral and bilateral agencies and non governmental agencies in Uganda.
- To maintain a technical capacity in the field and to assess needs, appraise project proposals and to co-ordinate and monitor the implementation of operations.

In order to maximise the impact of the humanitarian aid for the victims, the Commission decides to maintain a DG ECHO support office located at Kampala. This office will appraise project

---

<sup>16</sup> Several existing DG ECHO partners have been awarded grants under the 9<sup>th</sup> EDF EUR 20.000.000 Northern Uganda Rehabilitation Programme (NUREP). The hand-over to existing ECHO funded partners is welcome and will be further encouraged as a systematic strategy for LRRD in the future. Under the Water Facility 2 wat/san projects target northern Uganda – AMREF 4.000.000 EUR and UNICEF 5.000.000 EUR. DG ECHO was instrumental in getting 'Conflict Resolution and Agricultural Recovery of Northern Uganda' named as a focal sector in the 10<sup>th</sup> EDF. The envisaged actions will build on the previous interventions in the North, in particular humanitarian interventions by ECHO, those under the 9<sup>th</sup> EDF Northern Uganda Rehabilitation Programme, and actions funded under the Food Security Budget Line. Such continuity contributes to the effectiveness and added value of interventions targeting conflict resolution and poverty reduction. It will focus on various priority areas outlined in the (draft) Government's 'Peace, Recovery and Development Plan' (PRDP). These include: i. Consolidation of state authority (support to justice, law and order institutions and local governments); ii. Rebuilding and empowering communities (community recovery and development, basic social services and livelihoods); iii. Peace building and reconciliation (amnesty, demobilisation, reintegration, security, conflict resolution). This multi-sector approach to reconstruction, implemented with various partners (e.g. Local Governments, civil society, line ministries, NGOs), will ensure flexible adaptations of interventions to the prevailing recovery situation in different parts of Northern Uganda and also in Karamoja region from 2009 onwards.

The specific objective of this focal sector is to contribute to conflict resolution and to the recovery efforts in Northern Uganda, including Karamoja, through support to priority areas identified in the draft PRDP. An indicative amount of **€50 Million** will be allocated to this objective, with additional allocations foreseen from the envisaged incentive tranche. Experience gained from the previous EDF interventions in the North will be duly taken into account.

proposals, co-ordinate and monitor the implementation of humanitarian operations financed by the Commission. The office provides technical assistance capacity and necessary logistics for the achievement of its tasks.

#### **4.6. Duration**

The duration for the implementation of this Decision will be 18 months starting on 1<sup>st</sup> January 2008. Humanitarian operations funded by this decision must be implemented within this period. Due to the level of insecurity and rapidly changing situation on the ground, the duration of 18 months is necessary to allow DG ECHO partners to fully implement their projects. Humanitarian operations funded by this Decision must be implemented within this period. Expenditure under this Decision shall be eligible from 1 January 2008.

If the implementation of the actions envisaged in this decision is suspended due to *force majeure*, or any comparable circumstance, the period of suspension will not be taken into account for the calculation of the duration of the humanitarian aid operations.

Depending on the evolution of the situation in the field, the Commission reserves the right to terminate the agreements signed with the implementing humanitarian organisations where the suspension of activities is for a period of more than one third of the total planned duration of the action. In this respect, the procedure established in the general conditions of the specific agreement will be applied.

#### **4.7. Amount of Decision and strategic programming matrix**

##### **4.7.1. Total amount of the Decision: EUR 12,000,000**

## 4.7.2. Strategic Programming Matrix

### STRATEGIC PROGRAMMING MATRIX FOR THE UGANDA GLOBAL PLAN 2008

Principal objective	To assist vulnerable population groups affected by insecurity and climatic hazards.				
Specific objectives	Allocated amount (EUR)	Geographical area of operation	Activities proposed	Expected outputs / indicators	Potential partners
<p><b>Specific objective 1:</b> In the framework of the current IDPs return and transitional phase, to provide adequate support and assistance to returnees, while continuing to assist the most vulnerable population in IDPs camps, with minimum basic services in water and sanitation, health, livelihoods and food security, NFI, protection, training and education.</p>	10,900,000	Northern Uganda	<p><b><u>Health:</u></b></p> <ul style="list-style-type: none"> <li>- Support initiatives which reduce incidence of common infectious and vaccine-preventable diseases;</li> <li>- Prevention and control of epidemics;</li> <li>- Contribute to the prevention, control and treatment of malaria, via higher distribution of ITNs/bednets, "Two Lango", STIs, measles;</li> <li>- Mainstream HIV/AIDS related components in all DG ECHO-funded interventions in line with DG ECHO guidelines and contribute to analysis of HIV/AIDS levels of infection in the northern camps;</li> <li>- To promote special focus on cholera and other water-borne diseases.</li> <li>- Support roll-out of ACT malaria treatment</li> </ul> <p><b><u>Wat/san:</u></b></p> <ul style="list-style-type: none"> <li>- Support initiatives which improve availability of safe water and promote awareness of environmental and personal hygiene both in camps and return sites;</li> </ul> <p><b><u>FS (food security)/Livelihood support:</u></b></p> <ul style="list-style-type: none"> <li>- Promotion of well-adapted livelihood projects that take into account local conditions and community knowledge;</li> <li>- Increasing of FS interventions targeting returnees as well as IDPs in camps;</li> <li>- Initiatives which further contribute to the analysis on causes of Malnutrition;</li> </ul> <p><b><u>Protection:</u></b></p> <ul style="list-style-type: none"> <li>- Community based reintegration activities for Children, FAP and adults;</li> <li>- Enhancement of Child protection mechanism through UNICEF and other child focused partners;</li> </ul> <p><b><u>Coordination:</u></b></p> <ul style="list-style-type: none"> <li>- Further step-up the coordination of humanitarian aid activities through support to OCHA, with a special focus on information-sharing, transitional emergency and planning.</li> </ul>	<p><b><u>-Health:</u></b></p> <ul style="list-style-type: none"> <li>- outbreak of epidemics is reduced or prevented</li> <li>- war-related traumas continue to be treated in urban and rural hospitals and health centres</li> <li>- the causes of malnutrition are identified</li> <li>- childhood mortality is kept below emergency thresholds</li> <li>- PMTCT (Prevention of Mother to Child Transmission of HIV/AIDS) is introduced more widely than currently available</li> <li>- incidences of malaria decrease</li> </ul> <p><b><u>Wat/san:</u></b></p> <ul style="list-style-type: none"> <li>- water coverage in camp settings remains above 4l/day in the worst cases</li> <li>- increased awareness in target population of personal and communal hygiene practices</li> <li>- increased implementation of the most appropriate latrines for the specific camp and return sites;</li> </ul> <p><b><u>FS/livelihood:</u></b></p> <ul style="list-style-type: none"> <li>- increased availability of self-produced food amongst IDPs and returnees</li> </ul> <p><b><u>Protection:</u></b></p> <ul style="list-style-type: none"> <li>- improved rates of reintegration of former combatants, FAP into society</li> <li>- Enhanced child protection mechanism in both camps and return sites</li> </ul> <p><b><u>Coordination:</u></b></p> <ul style="list-style-type: none"> <li>- improved technical working groups having an impact on coordination and levels of assessment and response;</li> <li>- consensus shown in data relating to GAM, SAM, mortality rates, water coverage in camps, latrine coverage in camps.</li> </ul>	<p>ACH – ESP, ACF-FRA, ACTIONAID, ACTED, AISPO – ITA, AVSI, CARE – UK, CINS, CONCERN, WORLDWIDE, COOPI, CROIX-ROUGE - CICR-ICRC –CH, CUAMM, DANISH RED CROSS, DANCHURCH AID – DNK, FIDA, GERMAN AGRO ACTION, GOAL, IRC – UK, IOM, MALAIRA CONSORTIUM, MEDAIR UK, MSF – CHE, MSF – FRA, MSF – NLD, MSF-E, Mercy Corps-UK, NRC, OXFAM – UK, SAVE THE CHILDREN – UK, UN - FAO-I, UN - UNHCR – BEL, UN - UNICEF – BEL, UN – UNOCHA, UNDP, UN – WHO, WORLD VISION DEU, WORLD VISION UK Caritas – DEU; ASB – DEU; ZOA.</p>

<p><b>Specific objective 2:</b> To strengthen the management and coordination of humanitarian response among multilateral and bilateral agencies and non-governmental agencies in Uganda.</p>	<p><b>450,000</b></p>	<p>Northern Uganda</p>		<p>- the role and presence of UNOCHA is strengthened, expanded geographically and deepened</p>	<p>UN OCHA</p>
<p><b>Specific objective 3:</b> to maintain a technical assistance capacity in the field, to assess needs, appraise project proposals and to co-ordinate and monitor the implementation of operations</p>	<p><b>150,000</b></p>	<p>Kampala</p>	<ul style="list-style-type: none"> <li>- Assist DG ECHO in the appraisal of project proposals, coordination and monitoring of humanitarian operations</li> <li>- Routine management of the budget and staff of the support office and for the conception and, if necessary, implementation of field information and communication campaigns</li> <li>- Advise DG ECHO on programme strategy</li> <li>- Inform partners of DG ECHO strategy</li> <li>- Represent the EC at technical level</li> <li>- Report to HQ Brussels</li> </ul>	<ul style="list-style-type: none"> <li>- Global plan funds are all contracted 100%</li> <li>- Liquidations are achieved at 100%</li> <li>- Targeted beneficiaries are reached.</li> <li>- Reports are delivered on time.</li> </ul>	
<p><b>Risk assessment</b></p>	<p>Security situation has been analysed by partners prior to them channelling aid.</p>				
<p><b>Assumptions</b></p>	<p>No major deterioration in the security situation  No major outbreaks of epidemics  Climate situation remains stable  Contingency planning is made in project design phase  Sustainability, where planned for, can materialise  Acceptable road access to return sites</p>				
<p><b>Contingency reserve</b></p>	<p><b>500,000</b></p>				
<p><b>Total cost</b></p>	<p><b>12,000,000</b></p>				

## 5. EVALUATION

Under article 18 of Council Regulation (EC) No.1257/96 of 20 June 1996 concerning humanitarian aid the Commission is required to "regularly assess humanitarian aid operations financed by the Community in order to establish whether they have achieved their objectives and to produce guidelines for improving the effectiveness of subsequent operations." These evaluations are structured and organised in overarching and cross cutting issues forming part of DG ECHO's Annual Strategy such as child-related issues, the security of relief workers, respect for human rights, gender. Each year, an indicative Evaluation Programme is established after a consultative process. This programme is flexible and can be adapted to include evaluations not foreseen in the initial programme, in response to particular events or changing circumstances. More information can be obtained at:

[http://ec.europa.eu/echo/evaluation/index\\_en.htm](http://ec.europa.eu/echo/evaluation/index_en.htm).

## 6. BUDGET IMPACT ARTICLE 23 02 01

-	CE (EUR)
Initial Available Appropriations for 2008	- 499.095.000
Supplementary Budgets	-
Transfers	-
<b>Total Available Credits</b>	-
Total executed to date (by ..)	-
Available remaining	-
<b>Total amount of the Decision</b>	12,000,000

## 7. MANAGEMENT ISSUES

Humanitarian aid actions funded by the Commission are implemented by NGOs, Specialised Agencies of the Member States, and the Red Cross organisations on the basis of Framework Partnership Agreements (FPA) and by United Nations agencies based on the EC/UN Financial and Administrative Framework Agreement (FAFA) in conformity with Article 163 of the Implementing Rules of the Financial Regulation. These Framework agreements define the criteria for attributing grant agreements and financing agreements in accordance with Article 90 of the Implementing Rules and may be found at [http://ec.europa.eu/echo/partners/index\\_en.htm](http://ec.europa.eu/echo/partners/index_en.htm).

Individual grants are awarded on the basis of the criteria enumerated in Article 7.2 of the Humanitarian Aid Regulation, such as the technical and financial capacity, readiness and experience, and results of previous interventions.

### **Annex 1: Vulnerability and Crises Index**


### **Annex 2: Map of country and location of DG ECHO operations**

### **Annex 3: List of previous DG ECHO operations**

### **Annex 4: Overview of donors' contributions**

### **Annex 5: List of abbreviations**

## Annex 1: Vulnerability and crises Index in the Horn of Africa

Vulnerability and Crisis index																
		Vulnerability Index (VI)										Crisis Index (CI)				
		score	aver.	HDI	HPI-1	HDI/HPI	R+I+r	R+I+r / 2	U5UW	U5M	U5	Health + Inequality	C/ND/R	Conflict	ND	Ref+IDP
<i>Countries - GNA 2007-08</i>																
Djibouti	3	2,38	3	2	2,5	4	2	3	3	3	2,0	3	0	3	0	
Eritrea	3	2,38	3	2	2,5	4	2	3	2	2,5	2,5	0	0	0	0	
Ethiopia	3	2,19	3	3	3	2	1	3	3	3	1,8	3	2	3	0	
Kenya	3	2,31	3	2	2,5	4	2	3	2	2,5	2,3	2	0	2	2	
Somalia	3	2,75	x	3	3	5	2,5	3	3	3	2,5	3	3	3	3	
Sudan	3	2,44	2	2	2	6	3	3	2	2,5	2,3	3	3	3	3	
Uganda	3	2,44	2	2	2	5	2,5	3	3	3	2,3	3	1	2	3	

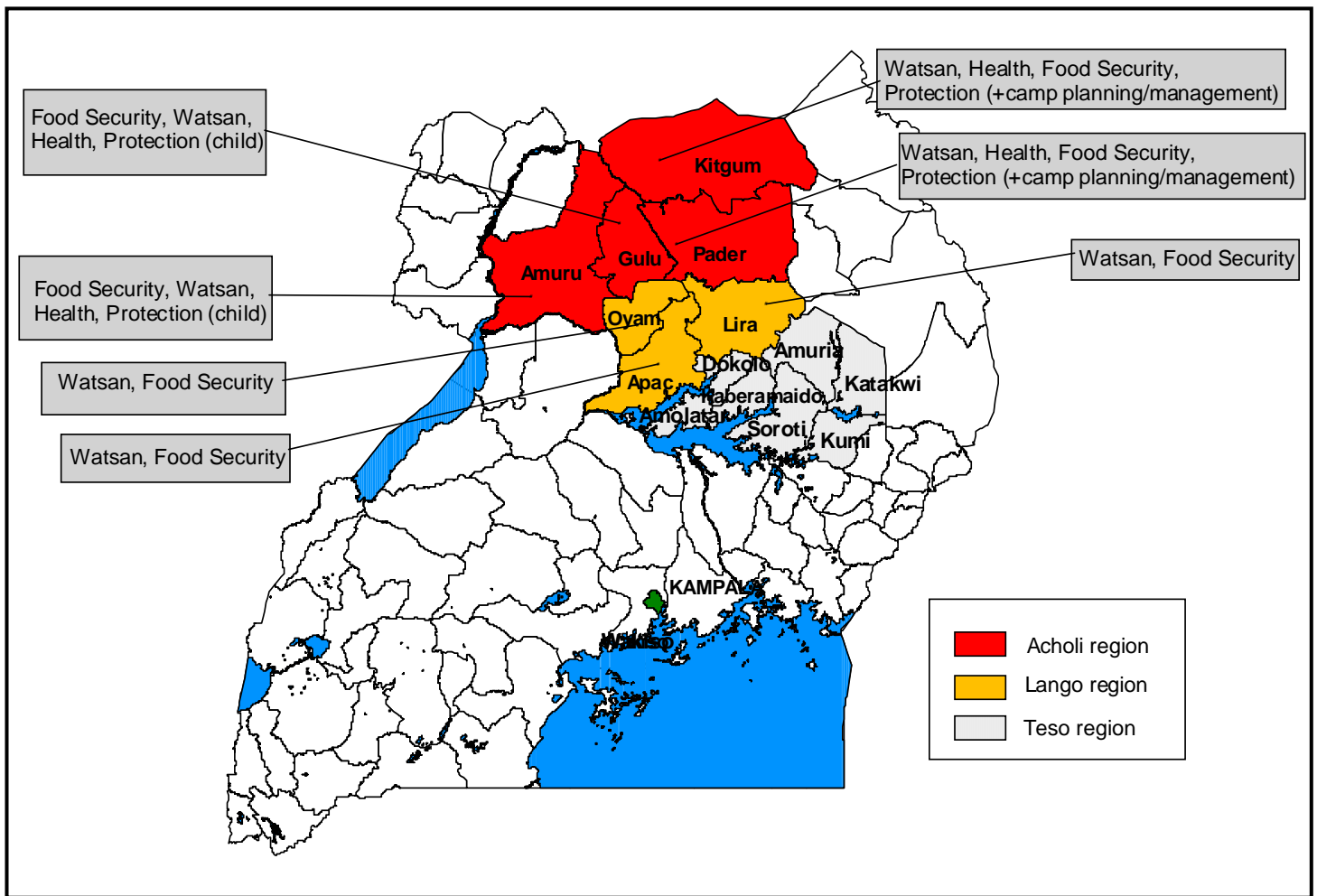
**HDI:** Human Development Indicator

**HPI:** Human Poverty Indicator

**R+I+r:** Refugees/IDPs/Returnees

## Annex 2: Map of country and location of DG ECHO operations

### Map of country and location of DG ECHO operations in 2007



### Annex 3: List of previous DG ECHO operations

#### List of previous DG ECHO operations in Uganda

Decision Number	Decision Type	2005 EUR	2006 EUR	2007 EUR
ECHO/UGA/BUD/2004/01000	Global Plan			
ECHO/UGA/EDF/2004/02000	Non Emergency			
ECHO/UGA/EDF/2004/01000	Non Emergency			
ECHO/UGA/BUD/2005/01000	Global Plan	14,000,000		
ECHO/UGA/BUD/2006/01000	Global Plan		15,000,000	
ECHO/UGA/EDF/2006/01000	Non Emergency		4,000,000	
ECHO/UGA/BUD/2007/01000	Global Plan			13,000,000
ECHO/-FA/BUD/2007/01000	Food aid			8,000,000
	<b>Subtotal</b>	14,000,000	19,000,000	21,000,000
	<b>Grand Total</b>	54.000.000		

Dated : 24/09/2007  
Source : HOPE



## Annex 4: Overview of donors' contributions

Donors in UGANDA the last 12 months**							
1. EU Members States (*)		2. European Commission			3. Others		
USD		EUR			USD		
Austria	779,846	DG ECHO		21,000,000	US		54,400,161
Belgium	1,161,011	DG DEV (A ENV allocations 9 <sup>th</sup> EDF 2003-2007)		267,335.900	Canada		8,271,512
Cyprus		DG DEV (B-ENV allocations 9 <sup>th</sup> EDF 2003-2007)***		58,500,000	Norway		4,745,296
Czech republic					Australia		2,788,007
Denmark	2,051,318				Japan		2,008,925
Estonia					Switzerland		1,255,435
Finland	2,022,951				Turkey		200,000
France	877,152						
Germany	2,415,720				Cerf		7,000,000
Greece							
Hungary							
Ireland	3,04,112						
Italy	1,010,380						
Latvia							
Lithuania							
Luxemburg							
Malta							
Netherlands	8,125,527						
Poland							
Portugal							
Slovakia							
Slovenia							
Spain	666,665						
Sweden	9,072,572						
United kingdom	32,287,398						
Subtotal	60,470,540	Subtotal			Subtotal		72,413,901
	114,870,701	Grand total		79,767,336			

Dated : 13/07/2007

(\*) Source : UNOCHA FTS <http://www.reliefweb.int/fts>

Empty cells means either no information is available or no contribution.

(\*\*) DG DEV 9<sup>th</sup> EDF allocations run from 2003-2007.

(\*\*\*) DG ECHO has drawn EUR 16,620,000 of this amount in previous years.

## Annex 5: List of abbreviations

<b>ACF</b>	Action contre la Faim
<b>ACT</b>	Artemisin combination therapy for malaria
<b>AMREF</b>	African Medical & Research Foundation
<b>ASTU</b>	Anti-Stock Theft Unit
<b>CAP</b>	Consolidated Appeals Process
<b>CPC</b>	Child Protection Committee
<b>DDHS</b>	Director of the District Health Service
<b>DEV</b>	Development Directorate General of the European Commission
<b>DRC</b>	Democratic Republic of the Congo
<b>DG ECHO</b>	Humanitarian Aid Directorate General of the European Commission
<b>EC</b>	European Commission
<b>EHAP</b>	Emergency Humanitarian Action Plan
<b>EDF</b>	European Development Fund
<b>EFSA</b>	Emergency Food Security Assessment
<b>EU</b>	European Union
<b>FAP</b>	Formerly abducted persons
<b>FAO</b>	Food and Agriculture Office
<b>EVI</b>	Extremely Vulnerable persons
<b>GAM</b>	Global Acute Malnutrition
<b>GBV</b>	Gender based Violence
<b>GoU</b>	Government of Uganda
<b>GP</b>	Global Plan
<b>HIV/AIDS</b>	Human Immuno-Deficiency Virus/Acquired Immuno-Deficiency Syndrome
<b>HTD</b>	Humanitarian technical Donor
<b>IASC</b>	Inter-Agency Standing Committee
<b>IATC</b>	Inter-Agency Technical Committee
<b>JMC</b>	Joint Monitoring Committee
<b>IDP</b>	Internally Displaced People
<b>ITN</b>	Insecticide Treated Nets
<b>LRA</b>	Lord's Resistance Army
<b>LRRD</b>	Linking Relief, Rehabilitation and Development
<b>LDU</b>	Local Defense Unit
<b>l/p/day</b>	Litres per person per day
<b>MOH</b>	Ministry of Health
<b>NFI</b>	Non-Food Items
<b>NGO</b>	Non-Governmental Organisation
<b>NRC</b>	Norwegian Refugee Council
<b>NUREP</b>	Northern Uganda Rehabilitation Program
<b>OCHA</b>	Office for Co-ordination of Humanitarian Aid
<b>OPM</b>	Office of the Prime Minister
<b>SAM</b>	Severe Acute Malnutrition
<b>SPC</b>	Special Polices Constables
<b>UN</b>	United Nations
<b>UNICEF</b>	United Nations Children's Fund
<b>UXO</b>	Un exploded ordinances
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organisation