

## 1 EXECUTIVE SUMMARY

Technical support and evidence-based advocacy helped to enhance programme and policy development for children: introduction of Integrated Community Case Management and scale-up of Village Health Teams; launch of a national gender policy in water and sanitation and finalization of a gender in education policy; adoption of new PMTCT guidelines integrated into a national scale up plan; development of a basic education policy for disadvantaged children and special needs education; amendments to the Child Act; and adoption of an expanding social protection programme.

UNICEF's support to districts in greatest need helped to expand access to services to the most vulnerable: training of nearly 19,000 village health workers to bring health care closer to the communities; direct support for treatment of nearly 12,000 children suffering from severe acute malnutrition; scaling up of ANC/PMTCT service delivery in 19 districts; expansion of school water supply benefitting 67,000 children and school sanitation benefitting over 43,500 children; increased capacity development for effective implementation of quality education standards; and continued expansion of child protection systems for victims of violence and exploitation in the northern sub-region and all districts of Karamoja.

Innovative use of information and communication technologies received significant attention, including: development of DevTrac as an accessible tool for data visualization and information; and field test of a Mobile Vital Records System as an efficient and cost-effective way to enhance birth registration; and others.

Among the most significant constraints/shortfalls were that under-five mortality remains unacceptably high, calling for more strategic acceleration of service delivery and health systems strengthening. Capacity gaps continue to plague national planning and service delivery, with district level capacity particularly weak and high rates of absenteeism among health workers and teachers, rendering both access and quality of services problematic. Child protection systems remain weak to non-existent in many parts of the country.

Most important collaborative partnerships: on-going development of partnerships with 29 strategic NGO partners; UNICEF's strong participation in local development partner groups and technical working groups; UNICEF contribution to strategic decisions on humanitarian approaches through its engagement in the UN Country Team; and initiation of private sector partnerships around key programme priorities.

## 2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

Preparations are underway for national elections planned for February 2011, with some concerns about the independence of the electoral commission and scattered outbreaks of violence during the primaries. Growing concerns over governance issues contributed to a 15% reduction in planned budget support by key donors in 2010. Decentralisation processes led to an increase in the number of districts – from 69 in 2005 to 114 in 2010 – significantly increasing the size and cost of public administration and further stretching human resource capacity.

The North Eastern region of Karamoja remains an area of concern; cattle rustling and inter-tribal conflict have led to heightened security levels for its approximately 1.2 million inhabitants. In 2010 at least 320 persons were killed and approximately 10,000

displaced due to landslides and flooding in the east and west. Hepatitis E and cholera have also re-surfaced in ill-prepared communities in the north east. Regional turbulence remains a threat: bomb attacks in Kampala in July represent a spill-over of tension from Somalia, while preparations are underway for potential problems arising from the Southern Sudan referendum in January.

Economic growth in 2010 was estimated at 5.8%, lower than in previous years but still one of the highest in the region. The population living below the poverty line has been declining steadily: from 56% in 1992/3, to 44% in 1997/98, 31% in 2005/6 and 23.3% in 2009/10 (UNHS). However, poverty rates in rural areas are about three times higher than in urban areas, and poverty in the northern region is over four times higher than in the central region. Thus while income poverty has declined in Uganda as a whole, income inequalities have been increasing over time.

In 2010 the 'Expanding Social Protection Programme' was approved by the Cabinet with financial support over a five-year period from DfID and Irish Aid. UNICEF is supporting policy development, monitoring/evaluation and household registration processes to ensure that the most vulnerable children benefit from the project. Gender policies in education and WASH were launched in 2010, and legislative reform includes the Domestic Violence Act (2010) and the Female Genital Mutilation Act No 5 (2010). Though there was some progress in 2010 towards legislative and institutional reform around children's rights, the amendment to the Children's Act is still under review and the passage of the Marriage and Divorce Bill was delayed. Violence against children is a continuing concern, and overall much remains to be done to strengthen child protection service provision, monitoring and reporting.

Progress on MDG 4 is unsatisfactory. Infant and child mortality rates are 76 and 137 per 1,000 live births, respectively (2006). Significant regional disparities in under-five mortality range from 94 in Kampala to 185 in West Nile Region, while the bulk of child deaths occur in the most populous central regions (30% of deaths) and the mid-western and south western regions (27% of deaths). Polio re-emerged in October 2010. The results of the most recent Uganda CFSVA indicate that 6.3% of households are food insecure and 21.3% are moderately food insecure; the highest levels are in Karamoja.

Maternal mortality remains high at 435 per 100,000 live births (2006), far higher than the MDG target of 131. Uganda has a generalised HIV epidemic, with the latest figures (from 2005) showing a prevalence of 6.4% in adults and 0.7% in children. Urban areas and the post-conflict northern Uganda region are disproportionately affected, as are women (7.5%). Sexual transmission contributes 76% of new HIV infections while mother-to-child transmission contributes 22%. A recent analysis of vulnerable children indicates that AIDs is the leading cause of single or double orphan-hood in Uganda (14% of children under 18)

Results of the 2010 annual education sector review showed that net enrolment in primary school rose from 93.3% in 2009 to 96% in 2010, with gender parity achieved. Primary completion rates increased from 51.5% to 54%; the most significant increases were for girls who, however, still lag behind (51% compared to boys at 56%).

#### **Sources:**

[http://www.finance.go.ug/docs/Uganda%20MDG%20report%202010\\_final.pdf](http://www.finance.go.ug/docs/Uganda%20MDG%20report%202010_final.pdf)  
EIU Country Report Uganda, November 2010  
UNICEF November 2010 3rd quarterly report to USAID  
UNICEF Humanitarian Action 2010 – Mid-Year Review, Uganda  
Preliminary results from the National Household Survey 2009/10  
Uganda Comprehensive Food Security and Vulnerability Analysis Assessment (2008)  
Uganda HIV/AIDS Sero-Behavioural Survey (2004/05)

## **3 CP ANALYSIS & RESULT**

### **3.1 CP Analysis**

#### **3.1.1 CP Overview**

2010 was the first year of implementation of the new Country Programme Action Plan - CPAP (2010-2014). A rolling work plan system was adopted, with six-month bridging work plans between January and June to synchronise with national planning and budgeting cycles.

Key shifts from the previous period include:

- A contextual response to the transition from humanitarian response to recovery and development, with enhanced focus on capacity strengthening for Government leadership in disaster risk reduction and response (DRR&R)
- Greater operational efficiency and programmatic synergy through enhanced national programme focus; reorganisation of sectoral programmes into three multi-sectoral programme components; and the definition and development of more strategic partnerships at both national and district levels
- Reinforcement of social mobilisation and communications for development and behaviour change.

In 2010 Uganda was a pilot country for application of the Revised Programme Structure within UNICEF's new One Enterprise Resource Planning system. UNICEF Uganda re-structured its programme into three multi-sectoral and one management results programmes. These four are "Keep Children and Mothers Alive" (ALIVE), "Keep Children Learning" (LEARNING), and "Keep Children Safe" (SAFE); and Management Results.

The Country Programme is based on a two-pronged approach, with a national programme complemented by districts of additional emphasis. Initially, 13 districts with high prevalence of disparities were identified for additional emphasis; they later increased to 20 as a result of Government decisions to split districts into smaller units. District-level support expanded to 57 districts during 2010 to accelerate achievement of the MDGs.

Key constraints encountered in programme implementation include: capacity gaps at all levels; weaknesses in national and sub-national data systems and programme performance monitoring; and systemic weaknesses in service provision for children.

Key emerging issues include the need to: maintain vigilance and provide support in the face of recurring threats to children (polio outbreak; emergency response to floods, etc.), while at the same time developing indicators and approaches that focus on emerging vulnerabilities; grapple with issues that go beyond national borders; and identify multi-sectoral approaches to key 'sectoral' problems.

#### **3.1.2 Programme Strategy**

##### **3.1.2.1 Capacity Development**

Much of the focus in 2010 was on strengthening national, district-level, and community data collection and monitoring systems, including through the innovative use of ICT (see Innovations). This included health and education management information systems; water and sanitation information management and water quality analysis; nutrition surveillance; and the introduction of community-based birth registration. UNICEF contributed to a significant number of data collection activities aimed at expanding the evidence base for children and women and played an instrumental role in supporting development of a national monitoring and evaluation policy that – when approved – will enhance national performance monitoring and reporting.

Strengthening the capacity of service providers to offer quality services for children and women was another significant area of support, including: training to support national roll-out of integrated Community Case Management and Village Health Teams; training of health workers on infant feeding practices and management of severe acute malnutrition; orientation and training on the newly developed comprehensive package for maternal and newborn survival; and capacity enhancement for core commitments for children as the focus of national preparedness actions.

Innovative capacity development activities included: posting of technical assistants in districts of greatest need to address disparity issues and strengthen planning and actions for children; collaboration with Voluntary Service Overseas (VSO) for a coaching/mentoring programme to support application of the basic requirements minimum standards (BRMS) aimed at enhancing educational quality; and support for study tours and south-south exchange on a variety of topics (see South-South cooperation). Community-level capacity development took the form of support for school clubs through the Girls' Education Movement (GEM) and institutionalisation of GEM as an NGO and expansion of Internet access to young people in communities.

An innovative approach to capacity development in 2010 was the increased use of both national and international interns and volunteers to work on various aspects of UNICEF's programme. This provides students and young people with a learning opportunity and professional experience, while contributing to technical aspects of the programme. The Country Programme benefited from the service of 21 volunteers and interns.

### **3.1.2.2 Effective Advocacy**

Advocacy to influence decision-making for children is a core plank of the Uganda Country Programme. Activities in 2010 took place both within technical areas and through broader communication channels. Key successes in programme areas include:

- UNICEF's advocacy as co-chair of the Health Development Partner's Group for successful introduction of Integrated Community Case Management and for Village Health Team scale-up
- Support for juvenile justice and mobilisation of broad-based partnerships around violence against children and action for children in the most disadvantaged region in Uganda (Karamoja)
- Technical assistance and advocacy for an increased focus on quality education, leading to the development of revised BRMS as a key measure of quality improvement.

Extensive advocacy, combined with technical support, also led to development of national M&E policy aligned with international best practice (now awaiting Cabinet approval), while work with development partners advocating for the 'Expanding Social Protection Programme' led to its approval, with UNICEF in a strong position to ensure child-sensitive approaches.

The Office continued to expand its high-visibility advocacy, targeted more broadly towards raising issues for children. During the African Union summit on maternal and child health held in Kampala the Office created the first African Youth Forum, bringing together 100 young people from 40 countries to share thoughts on African development issues. The Forum also prepared and delivered a statement on maternal and child health, delivered at the opening of the African Union summit.

The network of partnerships with broadcast media was strengthened for expanded advocacy. Through institutionalisation of the International Day of Broadcasting, over 70 broadcast stations participated in the day, the theme of which was 'All rights, All children'.

While the Office has shown significant strengths and success in 2010 in sector-based technical advocacy and strong media and communications, there is potential in the future to more effectively combine such efforts into advocacy targeted to influence particular decisions, as well as focusing on broader, cross-sectoral issues. Plans to create a social policy advisor position within the Ministry of Finance, Planning and Economic Development will enhance such efforts.

### **3.1.2.3 Strategic Partnerships**

Following a 2009 review of 83 non-governmental (NGO) Programme Cooperation Agreements (PCAs), 29 NGOs were identified as strategic partners, including three leading faith-based organisations (Church of Uganda, Muslim Supreme Council, and Catholic Secretariat). The scope for partnerships was also expanded to key research and knowledge-based institutions, both national and international. Subsequently, orientations were organised for partners at the national and sub-national levels, and the Uganda PCA toolkit was revised and finalised integrating new guidelines from HQ and streamlining procedures, favouring multi-year, multi-sectoral and multi-geographic focus.

The Country Office reviewed possibilities of enhanced engagement with the corporate sector revealed that challenges related to building a future where children in Uganda are "alive, safe and learning" cannot be met without the direct participation and involvement of the Corporate Sector in Uganda.' This resulted in the development of a strategy to enhance and utilize the full potential of corporate partnerships in Uganda and abroad, to develop a model and capacities for corporate partnerships, and to align the organization and its image accordingly. Potential corporate private sector partners (30) were approached, five indicated a readiness to enter into partnerships with UNICEF Uganda. An MoU was signed with Uganda Telecom for work in developing a turn-key solution for the national Vital Registration Services, focusing particularly on birth and death registration.

The country office continued to expand and strengthen its network of partnerships with broadcast media houses around the country, established through institutionalization of the International Children's Day of Broadcasting (ICDB) Awards process. In 2010, over 70 broadcast stations participated in the day under the ICDB theme, 'All Rights, All Children'.

UNICEF is an active participant in local development partner groups and technical sector working groups and task forces, as well as in a number of UN Joint Programmes and global fund initiatives underway to harmonise and enhance UN and development partner assistance in Uganda. UNICEF takes a lead in many of these fora, which provide critical platforms for advocacy and leveraging of results for children beyond UNICEF's own programme capacity.

### **3.1.2.4 Knowledge Management**

Considerable efforts in 2010 were focused on creating knowledge about the situation of children (much of it in the form of studies, reports and evaluations), particularly, the initiation of a new Situation Analysis/ Child Poverty and Disparities study led by the Ministry of Gender, Labour and Social Development in close collaboration with local research institutes, which will collect and analyse both qualitative and quantitative data, including the voices of children.

A number of innovative initiatives are underway to gather, store, classify and disseminate information, such as RapidSMS projects on health, nutrition and education; DevTrac for tracking development activities; and the Mobile Vital Records System for

birth registration. Over time it is anticipated that these approaches will alter the types of traditional knowledge generation being undertaken and the way the work is done.

Knowledge generation by the Country Office is accomplished in close collaboration with the Government and other partners, including researchers and research institutes. This both facilitates access to knowledge and helps ensure that knowledge can be used. A key form of dissemination has been stakeholder workshops and distribution of hard and electronic copies to partners. The Country Office also moved to increase access to knowledge around children's issues for researchers, development practitioners and policy-makers through strengthening our library and relocating it (beginning in 2009) to Makerere University Main Library (now known as the UNICEF Information Corner). Since the beginning of the year, 450 publications and 15 CDRoms were provided to the Corner. While the information centre is an excellent resource, Uganda currently lacks an adequate online source for accessing information on the situation of children. To this end, the creation of a website is planned for 2011.

Internally, the Office is engaged in a number of knowledge management activities including Yammer, communities of practice and frequent participation in webinars. The monthly Selective Information Digests are also widely circulated to relevant sections and zonal offices for respective programme and research needs. Planned adoption of Microsoft Sharepoint will further ease content management and information-sharing within the office.

### **3.1.2.5 C4D Communication for Development**

The key C4D priority this year was in the area of emergency response, including on-going cholera outbreaks in Karamoja and the polio outbreak in Eastern Uganda. UNICEF provided out-posted technical support to strengthen disease outbreak communication capacity, as well as prevention and preparedness at district and sub-district levels: this provided an invaluable supply of 217 trained frontline workers prepared to participate in the Ministry of Health's intensified polio vaccination campaigns in 48 districts.

UNICEF supported the Ministry of Health to develop a national Outbreak Communication/Social Mobilisation plan. Nine regional social mobilisation coordinators were recruited for posting in the poorest-performing and/or most high-risk districts, and partnership with the Red Cross and Uganda Scouts Association was strengthened. Other major support included: a situation analysis and development of a locally appropriate behaviour change communication strategy for newborn health care, in collaboration with the Government's steering Committee; a communication plan for distribution of Long-lasting Insecticide-treated Nets (LLINs); and communication activities linked to the National Hand-washing Campaign.

Support for the "Sports for Life Project in Karamoja" include facilitation of youth participation, through the Junior Journalist Programme; local language radio programming to inform and engage communities in dialogue; and Sports for Life inserts in 'Young Talk' & Life Skills talking points, as a means to empower youth with knowledge.

Organisation of the first African Youth Forum (AYF), with support in particular for youth participation, technical documentation, and production of the final youth-friendly report, was a major contribution. The C4D Unit provided technical support for the establishment of youth centres, particularly for content development and partnerships and for the social monitoring project "UReport", a rapid SMS-based platform to increase rights-holders' participation and social accountability through the work of Scouts.

With UNICEF support, the 'Human Rights-Based Manual for Training Community Facilitators on the Abandonment of FGM/C' was produced and printed and planning

meetings on FGM/C abandonment were organised for FGM/C stakeholders (FBOs, CSOs, Elders Association, district officials, LAW Uganda, parliamentarians from practicing communities). Additionally, orientation workshops were held for district and community leaders, youth councils, women's groups and others, using community dialogue as a tool.

### **3.1.3 Normative Principles**

#### **3.1.3.1 Human Rights Based Approach to Cooperation**

The human rights-based approach (HRBA) remains at the heart of Uganda's 2010-2014 Country Programme, providing the underlying principles for programming. A number of concrete steps were taken to operationalise the approach, as seen in cross-cutting activities mentioned throughout this report. This section emphasises Country Office work on capacity development and participation.

At the centre of implementation is Country Office staff in programmes and operations. A four-day training organised in November for 25 staff members focussed on implementation of human rights based approaches to development, highlighting the equity focus as it relates to human rights and in terms of its implications for programming. UNICEF, together with the Ministry of Gender, Labour and Social Development and the Uganda Human Rights Commission, also helped to strengthen national capacity to mainstream HRBA at the decentralised level by contracting ACODEV-U (a Ugandan NGO) to undertake in-depth training in six districts, focusing on key district officials and selected civil society organisations. The aim was to apply human rights principles to district development planning and implementation. In all, 110 individuals were directly trained and tasked with sharing key lessons with colleagues. One-on-one mentoring/follow-up visits indicated that participants were applying the training through inclusion of causality analysis in planning processes, collection of disaggregated data, and rights-based school inspections that include a focus on child- and girl-friendliness.

Strengthening child and youth participation is also at the heart of UNICEF Uganda's operationalisation of rights-based approaches; two major 2010 initiatives merit highlighting. The African Youth Forum brought together 100 young people from 40 countries to share thoughts on African development issues and prepare a statement delivered at the opening of the African Union summit. And an innovative initiative called u-Report has trained 300 Boy Scouts (also including girls) from across Uganda as 'social monitors,' tasked with reporting via SMS directly from their communities on issues important to their communities. The challenge over the coming year will be to expand the network and increase its geographic representation, engaging young people more directly in development processes.

#### **3.1.3.2 Gender Equality and Mainstreaming**

The 2009 UNICEF Uganda Gender Audit provided an excellent analysis of gender equality issues in the country, as well as the status of gender mainstreaming within UNICEF, identifying effective entry points for advancing gender equality and mainstreaming in the new Country Programme. Gender mainstreaming action plans were prepared for each section and the gender focal point system was revitalised to make gender more visible and enhance monitoring of gender-equitable development for children. Challenges remain in follow-up of the specific action plans, as the new Country Programme was configured into thematic and multi-sectoral teams; however gender equality has been a key consideration in data gathering, reporting and service delivery across programmes.

In LEARNING, for example, girls' education is a key priority and support for the Girls' Education Movement as part of the UN Girls' Education Initiative (UNGEI) is enhancing education for both girls and boys. In ALIVE, significant work is underway to strengthen

antenatal care services to address continued high rates of maternal mortality, and gender-responsive water and sanitation management includes women as mandatory participants in water user committees. In SAFE, a study is underway for development of an Adolescent Girl Index that can be used to target/focus interventions on the most vulnerable adolescents and enhance equity. Given the cultural context, this indicator has been identified as one of the most sensitive to changes in well-being overall.

UNICEF participates actively in the Gender Development Partners' group that provides a forum for coordination and dialogue and in two UN Joint Programmes on female gender mutilation and gender equality. In addition to support for preparation of the State Party's report on CEDAW in 2009, UNICEF helped strengthen Government's response to the CEDAW Committee's list of issues in 2010 and participated in the organisation by the UN Country Team of a 'mock' Committee session in Kampala to prepare the high-level Government delegation for presentation of the CEDAW report in Geneva.

### **3.1.3.3 Environmental Sustainability**

A UN Joint Programme on climate change is under development with WFP serving as administrative agent, but so far, UNICEF had not played an active role. In specific sectoral work, the ALIVE programme addresses environmental concerns through support for low-cost, sustainable water and sanitation facilities (WASH), including in areas of high environmental risk – such as areas of return for internally displaced populations. UNICEF is also promoting wider application of an innovative environment-friendly initiative in school sanitation through increased usage of a reusable sanitary napkin specially designed for the Uganda context by Afripads, Ltd. The LEARNING programme supports national efforts to mainstream environment in education through integration of environment into the Basic Requirements Minimum Standards and implementation of a revised curriculum that includes environmental education.

Environmental vulnerabilities and risks are also a key focus of emergency preparedness and response plans that UNICEF is attempting to strengthen: emergency response was provided in 2010 to environmentally induced flooding and landslides in parts of eastern and western Uganda. Joint work with WFP on nutritional surveillance is contributing to early warning systems sensitive to environmentally caused vulnerabilities in different livelihood zones.

Improved environmental friendliness is one of the key internal management priorities of the Country Office, with a number of initiatives implemented in 2010. These include: installation of energy-saving bulbs and water saving taps; regular monitoring and more responsible use of air conditioning; introduction of a paper recycling system, including donation of shredded paper to sanitary napkin producers; default setting of duplex printing on all Kampala Office computers; reduction of duplicate printing of ProMS documents through introduction of Authorised/Approved stamp for all signatories. A savings of 12.9% on electricity use was recorded between 2009 and 2010. Carbon footprint audit bidding was completed, and plans are underway for in-house orientation on an environment-friendly office.

### **3.2 Programme Components**

The programme components approved by the executive board include: Health and Nutrition; Water, Sanitation and Hygiene (WASH); Children and AIDS; Basic Education; Child Protection; Social Policy and Evaluation; and the Cross-sectoral component. However for organisational purposes and to enhance internal programmatic and operational efficiency, the first six CPD programme components were organised around 3 broad multi-sectoral components of Keep Children and Mothers Alive (**Alive**), Keep Children Learning (**Learning**), Keep Children Safe (**Safe**). The fourth component the Cross-sectoral component is the same as in the CPD. This grouping of the CPD components did not affect the programme content under the original component or

sector, but organised the programme around the child instead of the sectors. The 3 new components of **Alive, Learning and Safe** therefore share complete elements of each of the 6 CPD programme components.

This is best illustrated by the table below showing the allocation of the CPD financial ceiling allocations for each of the 3 programme components:

<b>CPD component</b>	<b>% allocation of CPD ceiling to (Alive, Learning and Safe)</b>	
Health and Nutrition (H&N)	100%	Alive
Water, Sanitation and Hygiene (WASH)	70%	Alive
	30%	Learning
Children and AIDS (CAA)	80%	Alive
	20%	Safe
Basic Education (BE)	90%	Learning
	10%	Safe
Child Protection (CP)	90%	Safe
	10%	Learning
Social Policy and Evaluation (SPE)	40%	Alive
	20%	Learning
	40%	Safe

In summary the 3 New Programme Components consist of the following components of the originally approved CPD programmes: **Alive**: (H&N, WASH, CAA and SPE); **Learning**: (BE, WASH (in schools), CP and SPE); and **Safe**: (CP, CAA, BE and SPE)

The sectoral components within each multi-sectoral component of Alive, Learning and Safe continue to be aligned with the relevant government ministries and national objectives of the National Development Plan. The following cut across all the 3 new components: Social Policy and Evaluation; and the multi-sectoral approaches of Communication for Development (C4D) and Disaster Risk Reduction

**Title: *Keep Children and Mothers Alive***

**Purpose**

The ALIVE programme component addresses child and maternal survival, with particular emphasis on children under five and pregnant and lactating women. The programme incorporates both upstream support for attainment of national goals and service delivery support in districts of emphasis and areas of high concentration of mortality or disease or both. It places strong emphasis on increasing synergy through the effective horizontal

integration of Health and Nutrition, Water, Sanitation and Hygiene, Children and AIDS, and Social Policy and Evaluation. Cross-cutting approaches include Communication for Development and Disaster Risk Reduction and Response.

In line with the simplified results structure, the ALIVE Programme has four Intermediate Results; corresponding areas of work under each IR in 2010 were:

**1.1** Creating an enabling knowledge, policy, legislative and budgetary environment for child and maternal survival:

- Planning, coordination, implementation and monitoring/evaluation of interventions for boys and girls
- Research and evaluation
- Public sector resource allocation to the health sector

**1.2** Increased access to quality health, HIV and AIDS, nutrition and water, sanitation and hygiene services:

- Immunisation for girls and boys aged 12-23
- Contribute to strengthening commodity security of the six tracer drugs at all levels of the health system.
  - Vitamin A supplementation rate (second dose)
  - ARVs for PMTCT in focus districts
  - Access to a protected water source
  - Increased access to an improved latrine
  - HIV+ children under five started on ART

**1.3** Increased demand for services and strengthened good practices for the fulfilment of children's and mothers' rights to survival:

- Pregnant women and girls attending four ANC visits
- Deliveries taking place in health facilities
- LLTNs use by under-fives
- Appropriate treatment for ARI, diarrhoea and malaria.

**1.4** Core Commitments for Children are ensured through integrated Disaster Risk Reduction and Emergency Response (ER) strategies for child and maternal survival.

ALIVE is implemented within the framework of the National Development Plan, UNDAF and other Government guiding frameworks. It contributes to the attainment of the Health Sector Strategic Plan (HSSPII) and the new Health Sector Strategic and Investment Plan outcomes, and to progress toward MDGs 1,4,5,6 and 7.

### **Resources Used**

The total approved budget for the ALIVE programme in 2010 was US\$37,101,775 (including emergency funds). The total amount available, after phasing across programme years, was US\$23,007,955 with: US\$9,169,018 RR; US\$8,370,670; ORR and US\$5,468,267 ORE. Of the total funds available, US\$21,484,035 (93 per cent) was obligated as of 22 December 2010.

### **Donors:**

ORR: Government of Belgium (US\$315,880); Government of Canada (US\$2,572,034), EUWF (US\$1,025,970); Government of Italy (US\$1,192,385); Government of Sweden (US\$338,971); Japan NatCom (US\$47,052) Norwegian NatCom (US\$1,444,807); Swiss NatCom (US\$38,545); US Fund (US\$62,524); Thematic (US\$370,560); Joint

Programmes (US\$94,944) Bill and Melinda Gates Foundation (US\$7,010) and Other (US\$1,623).

ORE: Government of Japan (US\$2,033,269); Government of Spain (USD\$1,407,478); ECHO (US\$1,396,712); Global Thematic Humanitarian Response (US\$300,519); Sweden; (US\$232,730) and Australia (US\$97,558).

## **Results Achieved**

### **IR 1.1**

- Public sector resource allocation to the health sector increased from 8.3% to 9.6% and for the Water and Environment sector from 2.4% to 3.4%
- UNICEF assisted Ministry of Health to develop and finalise the: National Health Policy, Health Sector Strategic and Investment Plan and IHP+ Compact

### **IR 1.2**

- Immunisation coverage declined nationally
- Stock-outs of essential drugs worsened; 26% of health facilities experienced stock-outs, compared to 21% in 2009
- Biannual Vitamin A supplementation stagnated at 69%
- Through UNICEF's support, 11,178 children with severe acute malnutrition were given life-saving treatment
- UNICEF contributed to construction and rehabilitation of three health centre outpatient departments; Construction and rehabilitation of 62 health staff houses at 18 centres; installation of solar energy systems in 20 health centres; improved water(boreholes/hand pumps), sanitation and hygiene services at four health centres; 104 latrine stances at 29 health centres and construction of placenta pits (for safe disposal of maternity wastes); and distribution of midwifery kits and 'mama kits' benefitting 5,871 pregnant women.
- UNICEF spearheaded the introduction of Integrated Community Case Management (iCCM) and the re-vitalisation of Village Health Teams nationally; UNICEF trained and equipped 18,640 VHTs in 2010
- Maternal health indicators stagnated and then declined during 2010
- % of HIV+ pregnant women receiving ARVs for PMTCT in focus districts increased from 50% to 53%;
- % of HIV+ children under five started on ART increased from 20% to 26%;
- % of rural households with access to an improved latrine improved from 68% to 70% and for urban households from 73% to 77%;
- UNICEF contributed 5% of overall progress in water supply service delivery.

### **IR 1.3**

- % of children under five years sleeping under LLTNs improved from 9.6% to 33%
  - While there is no updated data in 2010 on percentage of pregnant women and girls attending at least four ante natal care (ANC), UNICEF contributed to increasing the number of health facilities providing ANC services from 329 to 346 in 2010.
- Percentage of deliveries taking place in health facilities decreased from 34% to 33% nationally and ranged from 10% - 39% in districts of additional emphasis.

### **IR 1.4**

On a national level UNICEF worked closely with the Office of the Prime Minister (OPM), Ministry of Health and Min of Water Environment to improve coordinated humanitarian response actions. UNICEF contributed to interagency capacity and system enhancement actions within the WASH, Child Health and Nutrition sectors to ensure that district level review of emergency contingency plans had a child focus and reflected UNICEF's CCCs.

## **Constraints**

Common constraints and key challenges included: frequent drug stock-outs; under-funding of the health sector; human resource constraints, including high levels of absenteeism and limited district capacity; the on-going return of internally displaced populations in the northern region challenged service delivery; and climate- and environment-linked conditions, including disease outbreaks, posed serious challenges to service delivery efforts.

### *Summary of monitoring, studies and evaluations in 2010*

- The performance review of the Uganda National Expanded Programme (2006-2010) highlighted key challenges for delivering routine immunization;
- A pre-validation exercise for maternal and neonatal tetanus elimination was undertaken showing high TT2+ protection; a validation exercise is planned in 2011;
- Regional food and nutrition security assessments in Karamoja and Acholi aided programme planning;
- Completion of a study on Health Sector Supply Chain Management in Karamoja;
- Collaboration with Save the Children in Uganda on a 'Milk Matters' study looking into the central role of milk for the wellbeing of pastoralist communities in Karamoja;
- Completed UNGASS Country Progress Report Uganda (2008-2009) and Uganda Universal Access Report 2009, each of which provide essential data and analysis for programme monitoring and improvement;
- Strengthened MIS in water and sanitation to enhance assessment of safe water coverage and determine priorities for resource allocation;
- Two studies on groundwater resources and capacity: findings will improve the national regulatory framework, rationalize/adapt water resource schemes implemented during the emergency period;
- Baseline survey of 'tippy taps' for hand-washing.

## **Partnerships**

Key implementing partners include Ministry of Health, Ministry of Water and Environment, the Ministry of Gender, Labour and Social Development, Uganda AIDS Commission, and district governments. In addition, UNICEF worked closely with 19 strategic NGO partners selected for long-term, multi-sectoral agreements. Collaboration was strengthened with UN agencies, including various Joint Programmes. UNICEF participated actively in a number of Development Partners Fora and Steering Committees, including co-chairing the health development partners group.

## **Humanitarian Action**

Interagency capacity-support workshops were carried out in Karamoja and Northern Uganda to support District Disaster Management Committees to establish district response plans. Cholera emergency response training and emergency preparedness and response training was carried out as part of UNICEF's support to the line ministry and the OPM. UNICEF responded to flooding and landslides attributed to the effects of El Nino, resulting in displacement of 5,000 persons and the death of 300 people in eastern Uganda. As part of the transition from WASH and Nutrition clusters, UNICEF is supporting national actions that will build emergency coordination capacities within the relevant line ministries.

## **Future Workplan**

The Alive programme component will continue to focus on reducing disparities and contributing to national attainment of the MDGs. This will include advocacy for human resources for health, availability of essential commodities for child survival and adequate financing in the water, sanitation, health and nutrition sectors. In 2011 the emphasis will be on scaling-up community child survival systems, including extra emphasis on: VHT scale-up for basic health promotion, disease prevention and community case

management; follow-up home visits for PMTCT; total community-led sanitation and hygiene and support for community-based management of water sources. Specific shifts and areas of focus include:

- While support to districts of emphasis which have the worst socio-economic indicators will continue in 2011, attention will increasingly expand towards areas of the country with high concentrations of under-five mortality in absolute numbers, in an effort to accelerate achievement of MDG 4.
- Newborn health is becoming a greater area of focus for the Country Programme; in 2011 the focus will be on scaling-up newborn health interventions at lower-level health units and in communities.
- Increased emphasis in 2011 will be on strengthening routine immunisation activities through innovative approaches and pneumococcal vaccine.
- Strengthening of national and local capacities for management, coordination, monitoring and research of WASH activities will continue as a key focus, with leveraging of resources and partnerships to scale-up investments and cost-effective approaches and technologies in rural water supply, sanitation and hygiene promotion.
- Partnerships with civil society and communities for sustained behaviour change, including safe hygiene practices and community-based social mobilisation and education on prevention of malnutrition will take on increased importance.
- Support will be provided to the Uganda AIDS Commission and the MoH to enhance their upstream roles and responsibilities and ability to leverage resources.
- Capacity development will be a strong focus at all levels to enhance planning and management of PMTCT and Paediatric AIDS commodity supplies, with emphasis on district and sub-district officials' capacity for programme planning, management and supervision.

### **Title: *Keep Children Learning***

#### **Purpose**

The Learning programme component aims to improve access to and improvement of quality education in: community-supported early childhood development (ECD) centres; primary schools; and learning spaces/youth centres for out-of-school children. The focus is national, with additional support for districts of additional emphasis. The programme is implemented within the framework of Uganda's National Development Plan, the UNDAF and other guiding frameworks. It informed revision of the Education Sector Strategic Plan (ESSP) 2007-2015 and contributes to the attainment of the revised ESSP 2010-2015. It also contributes directly to Education For All (EFA) goals and MDGs 2 and 3. In 2010, the new Rolling Workplan approach was implemented from July, before which a bridging workplan was in place (Jan-June) including national level annual work plans (AWPs) and district AWPs in districts of additional emphasis.

The Learning programme component is designed to harness synergy from the horizontal integration of five MTSP Focus Areas: Basic Education, including WASH in learning spaces; Child Protection/Safe learning spaces; HIV/AIDS prevention within curricula and support services to learners and teachers; Health and Nutrition, including health education and school feeding, especially in ECD centres; and Social Policy and Evaluation, including legislative and policy development, advocacy and leveraging of results and resources. It also integrates three cross-cutting approaches in relation to gender, communication for development and disaster risk reduction and response.

In line with the simplified results structure, the Learning Programme has four Intermediate Results, corresponding areas of work under each IR in 2010 were:

**2.1** An enabling knowledge, policy, legislative and budgetary environment created for keeping children learning.

- Policy review and finalization and national standards development, studies, baseline assessment and tracking.

**2.2:** An enabling learning environment created for children in all learning spaces:

- Primary education completion
- Competency (literacy and numeracy) of boys and girls in primary grades three and six
- School sanitation

**2.3:** Increased demand for services and strengthened good practices for the fulfilment of children's rights to learning:

- Children starting primary 1 at six years of age

**2.4:** Core Commitments for Children are ensured through integrated Disaster Risk Reduction and Emergency Response strategies for keeping children learning.

### **Resources Used**

The total approved budget for the LEARNING programme in 2010 was US\$11,578,882 (including emergency funds). The total amount available, after phasing across programme years, was USD 11,793,076 with: US\$4,843,496 RR; US\$3,526,789; ORR and US\$3,422,791 ORE. Of the total funds available, US\$11,547,066 (98 per cent) had been obligated as of 22 December 2010.

#### Donors

ORR: Government of Denmark (USD 209,111); European Commission (USD 639,764); Government of Netherlands (USD 765,855); Danish NatCom (USD 419,232); Japan NatCom (USD 14,477); UK NatCom (USD 207,686); Thematic Funding (USD 1,122,350) and Joint Programmes (USD 148,313)

ORE: Government of Japan (US\$2,003,735); Government of Netherlands (US\$284,909); Government of Sweden (US\$309,397); Government of Spain (US\$768,824) and Global Thematic Humanitarian Response (US\$55,926).

### **Results Achieved**

#### IR.2.1:

UNICEF contributed significantly to the development of key MoES national policies and guidelines: Gender in Education Policy finalised/ launched; Basic Education Policy for Disadvantaged Children being finalised; School Health Policy developed; Early Childhood Development policy guidelines completed/printed and distributed to all 112 districts; Draft Early Learning Development Standards developed; handbook for the Operation and Management of School WASH developed; and Safe Schools Handbook rolled out nationally, with all Coordinating Center Tutors and inspectors trained.

#### **IR 2.2:**

*Completion rate:*

- Total from 51% to 54% (target 53%)
- Boys from 55% to 56%
- Girls from 48% to 51%

#### *Competence in Literacy in Primary 3 and Primary 6:*

- Total from 55.9% to 60.9% (P.3); 48.1% to 50.5% (P. 6)
- Boys from 55.2% to 60.4% (P.3); 47.9% to 49.8% (P. 6)
- Girls from 56.5% to 48.2% (P.3); 48.1% to 51.1% (P. 6)

#### *Competence in Numeracy in Primary 3 and Primary 6:*

- Total from 71.3% to 72.7% (P.3); 53.3% to 55.4% (P. 6)
- Boys from 72.8% to 75.0% (P.3); 58.7% to 59.9% (P. 6)
- Girls from 69.7% to 71.1% (P.3); 48.1% to 49.5% (P. 6)
- Literacy and numeracy targets were set too low; revisions are under discussion

### **IR 2.3**

#### *Net Intake Rate*

- Total from 59% to 72.7% (target 62%)
- Boys from 59.3% to 72% (target 61.4%)
- Girls from 58.3% to 73.4%(target 60.7%)

UNICEF specific contributions towards IR 2.2 and 2.3 achievements in districts of additional emphasis include:

- Support to enhance skills provided to: 1,670 ECD management committee members, 10,222 teachers, 1,835 ECD caregivers, 1,353 education personnel, 431 school management committee members and 3,800 teachers/Head Teachers
- 43,500 school children benefitted from separate latrines, 67,000 benefitted from potable water and 3,700 primary school health club members trained in hygiene promotion and monitoring.
- 25,400 Thematic Curriculum materials in local languages and 15,867copies of HIV/AIDS policy guidelines disseminated
- 485 Parish chiefs enabled to collect ECD data
- GEM activities reached 14,451 pupils and brought back 2,826 pupils to school (1,187 boys and 1,639 girls).

### **2.4:**

#### *Core Commitments for Children*

With district government and Ministry of Education and the Ministry of Water and Environment, UNICEF supported capacity enhancement for emergency response and facilitated review of contingency plans of risk prone districts. A total of 107 district personnel in Karamoja and western Uganda were trained in emergency preparedness. UNICEF also collaborated closely with the Ministry of Education to ensure that the Ministry's preparedness for emergency response is included in the national initiatives to better coordinate response.

### **Constraints**

Weak to non-existent district capacity to develop, plan and implement DRR systems and strategies; torrential rains continue to displace schools; an overall vision of holistic child development is lacking; failure to reach pupil latrine stance of 40: 1 due to inability to keep pace with increases in pupil enrolment in primary schools; and number of schools with functional reporting mechanisms for violence and abuse is still low.

#### Summary of monitoring, studies and evaluations in 2010

- BRMS Baseline survey conducted by MoES in 12% of all primary schools to inform BRMS programme and enable effective evaluation
- Study on 'Alternative delivery models for primary schooling and teacher training in Karamoja': useful for policy development in this largely nomadic pastoralist region, in

particular MoES support for boarding schools for Upper Primary schools

- Assessment of children requiring special needs education: Provides a mapping of needs and available services
- National ECD Survey: Inventory of centres and learners to help in ECD policy development and service delivery
- Joint UNICEF/World Food Programme (WFP) study of ECD in Karamoja to inform the WFP ECD feeding programme and child development impacts of ECD programmes.

### **Partnerships**

The MoES is the primary implementing partner; MWE and MLGSD are also key partners. Five-year strategic partnerships were developed with two national NGOs. Forum for Education NGOs (FENU) enabled effective advocacy for UNICEF focus areas. Under the Education SWAp, UNICEF is an active partner in the EDP group and lead for gender, WASH, ECD and sports; works with USAID on EMIS; and worked with EDP and MoES on the revised FTI application. Collaboration with UN agencies was strengthened through the UN Joint Programmes on Gender and Population.

### **Humanitarian Action**

Transition from the clusters was finalised and handed over to FENU. UNICEF technical assistance ensured that children had access to learning spaces during the landslide/flood responses in Eastern/Western Uganda and for 30,000 pupils (IDP) returning to their villages in northern areas.

### **Future Workplan**

- Continued support for the BRMS coaching/mentoring programme for CCTs and school inspectors; in 2011 funding will be actively sought to roll out the programme to the other 15 PTCs for national coverage
- Continued support for girls' education, including capacity development for GEM under its new status as NGO, and support for further roll-out of GEM clubs within the framework of UNGEI (as part of the UN Joint Programme on Gender)
- Roll-out of community-based ECD to more sub counties/districts and coaching/mentoring for improved quality
- Construction and maintenance of separate latrines and hand-washing facilities for boys and girls; mobilisation around WASH in schools
- Finalisation and dissemination of the Health Education policy
- Implementation of safe schools training in all schools by trained Coordinating Centre Tutors, and enhanced collaboration with the SAFE programme component to improve reporting of violence against children in schools and birth registration for children attending ECD centres
- Consolidation of revised EMIS and DEMIS, including enhanced application of technology for data collection and utilisation (rapid SMS through GEM)
- Enhanced utilisation of information and communication (ICT) technology to support teaching and learning in Primary Teachers Colleges and schools, as well as expanded access to information (Digital Drums)
- Intensified community mobilisation around key education issues and priorities and enhanced community participation in education, as well as activities to support learning spaces/youth centres for out-of-school children
- Strengthened support for DRR, including for contingency plans of District Disaster Management Committees, to incorporate a child focus and special activities to allow children to engage in risk reduction and climate change adaptation.

## **Title: *Keep Children Safe***

### **Purpose:**

The Safe programme component aims to establish and strengthen systems to effectively deliver services for the protection of children within the framework of the GoU National Development Plan, UNDAF outcomes on Good Governance & Human Security and Social Services, and the sector wide approach (SWAp) on Justice, Law and Order (JLOS) and Social Development. It also aims to harness synergy through maximising the horizontal integration of child protection with promotion of a violence-free environment in schools; social protection for orphans and vulnerable children; social protection policies and programmes, including cash transfers; and child protection in emergency preparedness and response. Communication for development and technology for development are cross-cutting approaches that will be leveraged to prevent and respond to violence against children. The SAFE programme contributes to the following UNDAF outcomes: (1) Good Governance & Human Security; and (3) Social Services.

In line with the simplified results structure, Intermediate Results for the Safe Programme include:

IR 3.1 An enabling knowledge, policy, legislative and budgetary environment created for keeping children safe:

- Children's right to protection from all forms of violence and access to justice mainstreamed across legislation, regulations, policies, sectoral and local government plans

IR 3.2 Children access effective services and systems for birth registration and for prevention and response to abuse and exploitation

- Percentage of children under five years of age whose births are registered and issued birth certificates increases from 21% to 80% by 2014
- National <-> sub-national child protection/OVC/JLOS response system ensures protection, care, support and safeguards for children harmed or at risk of violence

IR. 3.3 Increased demand for services and strengthened good practices for the fulfilment of children's and mothers' rights to staying safe.

- Community-based structures (informal & formal) are mobilised to prevent violence against children and women and to demand local accountability for keeping children safe

IR3.4 Core Commitments for Children are ensured through integrated Emergency Preparedness and Response mechanisms and strategies for keeping children safe.

### **Resources Used**

The total approved budget for the SAFE programme in 2010 was US\$8,916,192 (including emergency funds). The total amount available, after phasing across programme years, was US\$5,960,548 with: US\$2,614,605 RR; USD 1,866,626; ORR and US\$1,479,316 ORE. Of the total funds available, US\$5,936,824 (100 per cent) was obligated as of 22 December 2010.

### **Donors**

ORR: Government of Denmark (US\$383,202); USAID (USD 556,244); Austrian NatCom (USD 81,122); Germany NatCom (US\$27,191); Norwegian NatCom (US\$529,887); Slovak NatCom (US\$14,141); Thematic Funding (US\$127,614) and Joint Programmes (US\$147,225).

ORE: ECHO (US\$426,114); Government of Netherlands (US\$400,000); Republic of Korea (US\$27,163) and DfID (US\$626,042).

## **Results Achieved**

### IR 3.1

Enabling environment: UNICEF's successful advocacy enabled the integration of five core juvenile justice indicators in the M&E framework of the Strategic Investment Plan of the Justice, Law and Order Sector. Regarding orphans and other vulnerable children, UNICEF assistance enabled the Ministry of Gender, Labour and Social Development (MGLSD) to draft an OVC national strategic plan and M&E framework and roll out a functional web-based management and information system in 91 of 113 districts, which is now fully operational in 45 districts. UNICEF provided support to MGLSD to draft the Expanding Social Protection programme, which was launched in September 2010. UNICEF also provided technical assistance to the MGLSD on amendments to the Children Act and regulations governing the operation of children's and babies' homes.

### IR 3.2

Access to effective services: To increase birth registration for under-five children from 21% to 80%, UNICEF initiated and facilitated a private/public sector partnership between the Uganda Registration Service Bureau (URSB) and the Uganda Telecom Company, resulting in development and piloting of a mobile phone and web-based software and system for notifying, registering and issuing birth certificates in real time for under-five children at significantly reduced costs. Through the child protection systems supported by UNICEF for child victims of violence and exploitation, 13,009 child victims were identified, and 79% accessed protective services, half of whom were girls with the majority originating from the Acholi and Karamoja sub-regions. UNICEF's continued support for the two existing child helplines in the capital included a technical assessment to inform national expansion and technical assistance for development of a case management system.

### IR3.3

Increased demand for child protection services: With UNICEF support, the MGLSD began employing C4D strategies to: mobilise communities to demand child protection services, including initial roll out of a communication strategy around street children; community dialogues on female genital mutilation/cutting (FGM/C) and migration. Increased community surveillance in the migrant-sending sub-region of Karamoja has begun to yield results.

## **Constraints**

Limited national capacity, especially at the district level, for data collection, analysis, monitoring and reporting on child protection issues adversely affects the planning, implementation and evaluation of child protection services. Weak enforcement of legislation and policies, with on-going violations of due process for children in conflict with the law due to general lack of knowledge of laws, inadequate number of judges, and poor monitoring.

## **Summary of monitoring, studies and evaluations**

UNICEF supported MGLSD to improve the OVC national M&E framework, utilizing a web-based reporting system for services provided to OVC at district level. Operations research on child protection systems in three regions provided useful recommendations for enhancing systems to respond to violence against children. An end-of-programme evaluation of UNICEF's community-based protection system in two regions produced useful recommendations to inform the future direction for strengthening community based structures for child protection and scaling up of safe school interventions.

## **Partnerships**

MGLSD and local governments in districts of additional emphasis are UNICEF's main Government implementing partners. Other key Government partners include: URSB, Ministry of Justice, Uganda Police Force, Uganda Human Rights Commission and Uganda Law Reform Commission. UNICEF's Safe team worked closely with seven NGOs, collaborates closely with UNFPA on the Joint Programme on FGM/C and continued to co-chair the Task Force on Monitoring and Reporting on Security Council Resolution 1612.

## **Humanitarian Action**

UNICEF (and partner agencies GUSCO and KICWA) provided repatriation, interim care and family reintegration support to 81 children and women returning from the LRA, of whom 71 were successfully reunited with their families/communities. UNICEF also supported nine districts (Northern Uganda/Karamoja) to integrate child protection in their district emergency response plans and to train 160 district staff. As part of the inter-agency contingency plan for potential influx of refugees from Southern Sudan, UNICEF supported a Rapid Family Tracing and Reunification system initiative in Northern Uganda using innovative mobile phone technology.

## **Future Workplan**

- Support URSB to adopt the Mobile Vital Registration system for birth registration and start phased implementation
- Support URSB to develop a policy document on birth and death registration in Uganda and to amend the Civil Registration Act after the policy is approved by the Parliament
- Support household registration in 14 districts where the Government's cash transfer programme will be implemented from 2011 onwards
- Support establishment of a nationwide Child Help Line that is accessible around the clock and linked to NGOs and Government institutions for effective intake of and response to incidents of violence against children
- Support the National Council for Children and MGLSD to implement a comprehensive framework for action to prevent and respond to Violence Against Children
- Provide on-going financial and technical assistance to NGOs, CBOs and FBOs to provide child protection services to child victims of violence, abuse and exploitation
- Support the JLOS Sector and informal justice leaders to effectively prevent and respond to violence against children, as well as promote access to justice and respect procedural safeguards and due process for children who come into contact with the law as victims, witnesses or alleged offenders
- Mobilise community-based networks, including youth-led groups, to take action in ending practices related to FGM/C and other forms of sexual and gender-based violence through a robust C4D strategy
- Work with partners on two new Joint Projects for the Peace Building Fund and Joint Programming for Gender Equality and Gender-Based Violence
- Follow up and sustain momentum generated through the two Future Search processes (on Karamoja and violence against children) with quarterly meetings at the district level
- Ensure Core Commitments for Children are integrated in emergency preparedness and response strategies and mechanisms, including: providing identification, documentation, tracing and reunification services to unaccompanied minors and separated children in emergency situations, as well as ensuring interim care and reunification/reintegration of children and women returning from armed groups.

## **4 OPERATIONS & MANAGEMENT**

### **4.1 Governance & Systems**

#### **4.1.1 Governance Structure**

The Country Management Team (CMT) is the central statutory committee and management body for advice to the Representative on policies, strategies, programme implementation, management and performance. The CMT meets monthly, with the key aim of keeping all resources focussed on key results of the Country Programme.

All staff meet twice-monthly in both Kampala and the Zonal offices. These meetings are designed to share information on upcoming events and travel and review the status of key management indicators including: direct cash transfers (DCTs); utilisation of expiring programme budget allotments (PBAs); donor reports and proposals; programme stocks in warehouses; performance evaluation reports (PERs); recruitment and training.

Programme Group Meetings, convened by the Deputy Representative, were held at least every six weeks for coordination and strategic discussions. Additional team-building structures and processes were established to ensure strong cross-sectoral collaboration including: meetings every two months of the three Programme Component Teams (Alive, Safe and Learning) chaired by the Programme Component Coordinator; Thematic Groups (VHT, ECD, Safe Schools, Social Protection, Birth registration, Violence against children, maternal/new born health, DRR/Emergency, BRMS, Girl Education and M&E) meeting as needed to prepare substantive input for deliberation during Programme Component Coordination meeting; and annual retreat held by each of the three programme components. Extraordinary meetings have also been called based on need. General staff meetings were held twice during the year, to exchange information on events and issues relevant to all staff.

Other statutory committees meet on a needs basis: Contract Review Committee (CRC) (weekly as needed); Joint Consultative Committee (JCC) (quarterly); Contract Review Board (CRB); Property Survey Board (PSB) (minimum twice yearly); Local Learning and Training Committee (LLTC); Programme Cooperation Agreement (PCA) Review Committee; Caring for Us; Job Classification Panel, and Direct Cash Transfer (DCT) Task Force.

#### **4.1.2 Strategic Risk Management**

The Uganda Office carried out the Enterprise Risk Management (ERM) and Risk Control Self-Assessment (RSCA) workshop on 8-9 November 2010. The 40 participants included the CMT, Operations Units Heads, zonal office operations managers and support staff.

By the end of the two-day event, the Office had completed drafting the Risk Control Library and the Risk Profile. These documents are being finalised and were formally submitted to the Office of Internal Audit and the Change Management Office in December 2010. Results of the ERM/RCSA exercise fed into the development of the Office Annual Management Plan (AMP) for 2011, which addresses the major risk areas identified during the exercise.

Uganda CO has a business continuity (BC) location established for emergency usage by critical staff; functionality and procedures were tested twice in 2010. Standard systems are in place to monitor and support exchange of information on staff safety during emergencies.

A core group of emergency focal points from life-saving sectors and zone offices forms the emergency planning and response team. This group of experienced and trained staff forms the first wave of deployment during emergency rapid response. The CO also has

supplies available through long-term agreements or in-stock supplies to support life-saving supplies to a displacement of 25,000 persons anywhere in Uganda. Supplies are located in a central warehouse with limited stocks in zone offices.

The Office carried out its annual Emergency Preparedness and Response Training in September. Twenty-nine UNICEF staff participated, nominated by sector Chiefs, alongside four external participants from Uganda Red Cross and the Ministry of Health.

Uganda CO is also the secondary business continuity location for South Sudan: if Nairobi fails as a primary location, the Kampala office is preparing support functions that will provide IT functionality and evacuation for a limited number of key staff from the South Sudan Office. Uganda CO is currently leading preparations for supply and logistic support to South Sudan, and continues to function as an important hub for supplies to border countries.

#### **4.1.3 Evaluation**

UNICEF Uganda continues to maintain an up-to-date integrated monitoring and evaluation plan. Identification of a strategic list of priority studies and evaluations within the respective programme areas helped to guide development of both the 2010 IMEP and the five-year IMEP for the CPAP. Thirteen of the planned studies, surveys and evaluations are either on-going or completed. Five were dropped during the course of the year because of lack of funding and/or implementation time and three were added during the year as the opportunity arose to engage in collaborative work. In 2010 the focus of evidence development was in the child protection sector. The Office requires a management response for every major evaluation and requires quarterly reporting to the CMT and discussion of major research projects, surveys and evaluations.

The Country Office is continuing to implement the 2009 changes to the evaluation function; an evaluation specialist position was created under the supervision of the Representative. This allows separation of the evaluation function from the monitoring and planning functions, to preserve a degree of independence and enhance the strategic nature of evaluation. The Social Policy and Evaluation Section provides a convergence of the evidentiary work of evaluation with social policy in order to create the link for evidence-based advocacy for child rights in Uganda.

In 2010 the evaluation function contributed to the three programme components – Alive, Safe, and Learning. These three programmes include research and evaluation activities relevant to each sector, in addition to providing a budget for the more independent work of Social Policy and Evaluation. The evaluation function is thus intended to contribute technical support to the three teams and provide independent evaluations and research.

There is insufficient human capacity to fulfil both support and independent research/evaluation functions, and it is not clear whether this design is operationally efficient. Accordingly, in 2011 it is expected that the evaluation function will become more independent and focus on more strategic issues for programmatic research and evaluation, while continuing support to country-led, joint and multi-partner evaluations.

#### **4.1.4 Information Technology and Communication**

In 2010 the Consolidated Voice and Data Solution established two years ago to interconnect all UNICEF locations was upgraded to include:

- Business closed users group (BCUG) services offering unlimited calls within the BCUG at a low fixed monthly rate. The Office provided basic mobile phones and expanded Blackberry use
- A five-fold internet bandwidth upgrade, to 10 mbps, was negotiated at the same price paid earlier

- Zonal offices and the warehouse leased-lines capacity were upgraded to 512 kbps to improve remote and Citrix access and 84 USB dongles were made available to District Focal Officers and other staff to work while on travel or from home.

The Office carried out a major hardware upgrade exercise to ensure compatibility with current and future standards. The ICT section is represented on the Property Survey Board, which has put in practice a strict recycling policy. A rugged 'Emergency Mobile Kit' was developed to respond to emergencies anywhere in Uganda.

The ICT section contributes to programme and technology for development, such as: support for the Mobile Vital Records System and the Child Helpline.

From the ICT perspective, 'Delivering as One' is hampered by the fact that the UN is scattered in all cities; nonetheless, UNICEF's consolidated voice and data solution was adopted by a few agencies. Telecommunications services are fully managed by UN Department of Safety and Security.

Among the constraints encountered is that the out-dated and poor telecommunications infrastructure hinders ICT services in Moroto; the main link being was down for around three weeks this year. The service providers cited the large investment required to upgrade the infrastructure in relation to the low demand. Nevertheless, Moroto uses the secondary connectivity options (VSAT and USB dongles) for basic messaging and internet browsing.

Uganda's Communication Commission recently blocked UNICEF's application for short codes and required the payment of VSAT fees, despite the Basic Cooperation Agreement and an exemption note from Ministry of Foreign Affairs. The issue has been taken up by the UN Resident Coordinator's Office to be addressed for the UN collectively.

## **4.2 Financial Resources & Stewardship**

### **4.2.1 Fund-raising & Donor Relations**

A review by the Country Management Team (CMT) indicates that 90% of the 50 donor reports due in 2010 were submitted on time. The reports were acknowledged and approved by the recipients.

Total new funds received from Other Resources (OR) in 2010 represented 47% (US\$11.2 m) of the OR ceiling for 2010. Total available OR funds in 2010, including carry-overs from 2009, amounted to US\$21.3m. The Humanitarian Assistance Response appeal targeted US\$27 million, of which the Office received US\$179,212 for landslide victims in Bududa. The Consolidated Appeal Process (CAP) targeted US\$12,796,711 of which US\$5,134,138 (42%) was received. The major share of CAP funds supported emergency projects in health and nutrition, with additional projects in WASH and education.

Twenty-nine programme budget allotments (PBAs) expired in 2010, of which 99% of the funds had been utilised. Key management indicators, including utilisation of funds, PBA expiration, outstanding donor reports and others were reviewed during Monday Morning Meetings and monthly meetings of the CMT. Due to close monitoring, funds were fully spent by their expiry date and no requests were made for extensions 2010.

Mobilisation of resources in 2010 through new modalities and emerging partners included:

- Joint Programmes: US\$253,227.
- Public/Private Partnerships: Uganda Telecom contributed \$40,000 and in kind contributions were received from Google, Dell Computers, Ikea, Nile TV and Uganda

#### Radio Network

- Global funds were made available to the Government of Uganda in the areas of TB, HIV/AIDS, malaria and sanitation, along with a significant contribution of technical support and advocacy by UNICEF
- Excellent working relations were maintained with the ECHO Office in Kampala
- The Country Office submitted 19 high-quality proposals to donors in 2010
- Uganda Office is an active member of Sector Working Groups (for example Health Development Partners Group) and other partner coordinating groups for sector-wide approaches, as well as with UN agencies around the UNDAF.

### **4.2.2 Management of Financial and Other Assets**

#### *Financial management:*

- A harmonised approach to cash transfers (HACT) assurance plan was developed, including programme monitoring and financial spot-checks. As of 30 November, a total of 30 Implementing Partners (IPs) had been spot-checked, with six more planned by end December. Combining programme monitoring with financial spot-checks was a challenge, achieved for only seven out of 30 IPs. Renewed efforts are needed in 2011 for a more holistic approach to achieve sustainable improvements.
- Capacity development is being carried out for five IPs with significant risk ratings, with expected improvements in financial systems and controls.
- Bank reconciliation statements were sent before the 10th of every month.
- Direct Cash Transfers (DCT) outstanding targets for the 1st and 2nd quarter were met; however, the DCT targets for the 3rd quarter were not met. Serious efforts were underway in late December to meet the target for the final quarter as well.

*Equipment:* Three local Property Survey Board (LPSB) meetings were held, with a final one planned for December 2010. All meetings focused on disposing of obsolete equipment, reconciling database and actual stock as confirmed through counting processes, and preparing for International Public Standard Accounting System (IPSAS) implementation in 2012 by ensuring accurate, functional and needed property, plant and equipment. Most obsolete equipment was disposed through auction sale (around USD 15,000 generated) and donations (5 vehicles, 3 motorcycles, more than 40 laptops etc).

*Physical safety and security:* A priority concern, further heightened after the July bomb blasts in Kampala, has been and remains staff safety and security. Continuous efforts were made to increase physical safety and security at our premises. This included a new gate access blocking visual from the street into the compound, and a stricter control and checking system at the entry and exit, through documented standard operational procedures and monitoring of both private security and police guards' performance. All Zonal Offices were upgraded with installation of shatter/blast-resistant films on all window surfaces as well as installation of "safe haven" rooms.

### **4.2.3 Supply**

Total supply spending as of end-November was US\$7,869,434 (US\$193,000 less than in 2009), but is expected to reach 2009 levels by year's end. A high inventory value of US\$3.4 million at the start of the year was a reflection of high 2009 4th Qtr spending.

The Supply Section issued 119 bids for goods and services in 2010. In addition, 26 new Long-Term Arrangements (LTAs) were established, for a total of 70 active LTAs (more than any other country in the region). LTA arrangements contribute to more rapid and efficient procurement for both regular programmes and emergencies, help stabilise pricing over time, and establish consistency in products.

Due to the establishment of new LTAs, and the potential for cost-savings on freight, in 2010 the Country Office handled procurement and logistics to deliver US\$455,690 worth of supplies and services to UNICEF's South Sudan office in Juba.

Uganda CO was designated as the main source of locally purchased emergency supply support to South Sudan, in anticipation of the 2011 referendum there. This has entailed local bids issued for specially designed kits (non-food items; child-friendly spaces; kitchen sets; hygiene and dignity); cross-border transport LTAs were expanded with local transporters and a tender for third-party warehousing.

Some US\$5,240,296 worth of institutional contracts or Special Service Arrangements (SSA) were issued in 2010, about US\$2 million less than in 2009 (which saw an additional US\$3.5 million in construction contracts.)

Procurement Services totalled US\$9.89 million as of 22 November. This is a 52% decline from 2009. The largest decline was in vaccine procurement (from US\$16.7 million in 2009 to US\$8.3 million in 2010). Two new procurement services transactions for equipment and supplies other than vaccines were initiated in 2010, totalling US\$3.9 million.

Innovations in 2010 included: In-country sourcing of new products (motorized tricycle ambulances for emergency transport of pregnant women to health centres in rural areas); design of an environmentally friendly medicine box for Village Health Team workers; and creation of a new 'baby pack'.

### **4.3 Human Resource Capacity**

*Recruitment:* Further to the 2009 in-house skill-training in competency-based interviewing (CBI), certification of five staff members in CBI helped to enhance quality of recruitment process. Gender equity improved; the 2010 ratio was 44% female and 56% male (including 24 male drivers).

Regarding talent management and staff development, staff were offered opportunities for development: nomination for the Leadership Development Initiative (1); exposure to emergency programme countries (3 international/ 1 GS); deployment to different programme sections within the duty station (8); and staff exchanges between the central and zone offices (7). Individual training took place both in-country (43) and out-of-country (27). Staff also participated in training, such as Administrative Justice System and International Public Sector Accounting Standards, among others. CMT members participated in the first pilot training on 'Managing People in UNICEF' organised by UNICEF HQ.

*Performance:* There was a 10% increase in the number of staff having periodic performance feedback meetings with their supervisors, showing improvement in adherence to performance processes and procedures. Over 80% of timely completion by international staff of the electronic performance appraisal system (e-PAS) was registered.

*Staff security:* All staff, their dependents and long-term consultants are regularly updated with security alerts, mainly in coordination with UN Department of Safety and Security. As part of coordinated UN action, special attention was paid to staff well-being in the Moroto Zonal Office, which is under Security Phase III, through security awareness training and first-aid training for all staff at that duty station.

*Staff Association:* A four-day office-wide retreat held in January devoted a full day to addressing staff issues and concerns. Subsequently, UUSA developed its 2010 programme. Three joint consultative meetings were held with management; UUSA participates actively in CMT meetings and continued its tradition of organising welcome, farewell, and commemorative events.

*Caring For Us and staff morale:*

- Four trained/qualified peer support volunteers, known to staff, are available to counsel/help staff in need of peer support
- A yearly HIV/AIDS training for all staff/dependents and a 'Wellness Day', when more than 83% of staff availed themselves voluntary testing, were organised. Male/female condoms are readily available in the Office.

#### **4.4 Other Issues**

##### **4.4.1 Management Areas Requiring Improvement**

*Cost savings and efficiency measures:*

- Through better management of air conditioners and installation of energy-saving light bulbs, the electricity expenditure of the Kampala Office was reduced by 12.9%.
- Widespread use of duplex printing and the use of an Authorised/Approved stamp to save print paper
- Water-saving (spring-loaded) taps were installed throughout the Kampala office to save water use, resulting in a 10% cost-reduction.
- An innovative system of collection and shredding of clean, used paper was established.
- Full implementation of the UNICEF vehicle swap system between Kampala Zone offices significantly reduced DSA costs.

##### **4.4.2 Changes in AMP**

UNICEF Uganda's 2011 Annual Management Plan will encapsulate a major change, becoming more explicitly Risk Management-focused. The priorities of the 2011 AMP will be formulated to address those areas which have been identified as high-risk through our ERM/RCSA workshop in November. In the programme area, key AMP priorities in 2011 will include: funding predictability, partner relations, third-party management and results-based measurement and reporting. In Operations, the focus will be on process, procedures and controls.

## **5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS**

### **5.1 List of Studies, Surveys & Evaluations:**

1. *Baseline assessment of primary school against 'basic required minimum standards' (BRMS) package indicators*
2. *Baseline assessment of mobile phone access and usage in Acholi and Karamoja*
3. *Operations research on child protection systems in three regions of Uganda*
4. *WFP/UNICEF nutrition surveys*
5. *Baseline survey for community case management*
6. *Evaluation of UNICEF child protection programs implemented in northern and north-eastern districts 2006-2009*
7. *Children in urban areas of Uganda - scoping study*

### **5.2 List of Other Publications**

1. *Safe School environment- Handbook for primary school teachers*
2. *Safe School Environment- Facilitators guide*
3. *National OVC Policy*
4. *Guide for Training of Trainers of Village Health Teams*
5. *VHT Facilitators' guide for training village health teams*
6. *The National Rural Water Supply Atlas*
7. *UNICEF Uganda Project Cooperation Agreement (PCA) Toolkit*
8. *Situation Analysis of Village Health Teams – Uganda 2009.*
9. *Integrated Community Case Management (ICCM) Facilitators Guide*

10. *VHT Strategy and operational Guidelines. March 2010*
11. *UNICEF Uganda branded file folders*
12. *2011 Pocket Diary (UNICEF Uganda Country Programme and Contact Information, Key UN dates)*
13. *The One Minutes Jr., Kampala, Uganda (Series of 18 child-made 60-second films by 18 children from central, north, northeast and western Uganda, showing challenges to children's rights to life, survival and development) VIDEO-DVD*
14. *PMTCT and Paediatric HIV/AIDS Annual Report for 2008/9*
15. *VHT Handbook*
16. *Participants Manual for VHT members*
17. *National Launch of Hand-washing Rollout Campaign (video of launch of the national hand-washing campaign roll-out in Hoima District, October 2010), VIDEO*
18. *The ICDB 2009-2010 Awards Process: All Rights, All Children; VIDEOS and AUDIOS*
19. *"Alive, Safe and Learning" (Reproduction of 4-minute video about the Uganda Country Programme, covering the situation of children and UNICEF-supported interventions in northern, north-eastern and western regions); VIDEO-DVDs*
20. *Integrated Community Case Management of Childhood Malaria, Pneumonia and Diarrhoea: Implementation Guidelines*
21. *"One UN" Uganda 2011 Desk Calendar*
22. *2011 A4 diaries: Standard A4 size (UNICEF Uganda Country Programme and Contact Information, Key UN dates)*
23. *UNICEF Uganda branded writing pads*

## **6. INNOVATION & LESSONS LEARNED**

**Title:** *Innovative use of ICTs*

**Contact Person:** Sean Blaschke: [sblaschke@unicef.org](mailto:sblaschke@unicef.org)

### **Abstract**

Several initiatives are underway that use cutting-edge ICTs to strengthen data collection and analysis, enhance social monitoring and accountability, and expand the right to information to vulnerable populations. These include:

- (i) Development of DevTrac, a simple and publicly available geo-spatial knowledge management and data visualisation tool merging information on basic socio-economic conditions, government services and development projects with information collected directly from stakeholders in the field
- (ii) Introduction of uReport, which uses a participatory crowd-sourcing approach to strengthen social monitoring and demand for basic entitlements
- (iii). Launch of MobileVRS (Vital Record Systems), developed in partnership with Uganda Telecom, to strengthen birth and death registration in communities
- (iv) Extension of UNICEF's RapidSMS mHealth Package to strengthen the existing HMIS by providing real-time information
- (v) Creation of 'Information Access Points': utilises dynamic and engaging multi-media content on specially designed rugged digital drums to expand access to vital information.

### **Innovation or Lessons Learned**

The use of cutting-edge ICTs can enhance efficiency, cost effectiveness and accountability while expanding availability of real-time and other information and participation in development processes at the community level.

### **Potential Application**

Such technology can be applied to a wide array of data collection and analysis efforts, and can improve planning and delivery of essential social services as well as the monitoring of social development trends.

## **Issue/Background**

Traditional data collection methods often struggle to capture timely, reliable data, and fail to utilise and disseminate it in meaningful ways. Cross-organisational knowledge management has largely been ineffective, with data seldom shared between organisations and rarely made public. Even worse, community workers on the frontlines and beneficiaries rarely receive feedback or even have access to this critical information. Access to information of all sorts also plays a critical role in empowering individuals and advancing development. Yet this dearth of information, including from recipient communities themselves, limits transparency and accountability, which are the hallmarks of good governance.

## **Strategy and Implementation**

*Mapping of a nation's development:* DevTrac is being designed as a simple and publicly available tool to address the challenges of development monitoring and planning, knowledge management and transparency. For social monitoring UNICEF is building in uReport a trusted community of volunteers invested in playing a key role in their nation's development. 300 Boy Scouts were trained as "social monitors," tasked with reporting via SMS directly from their communities on issues important to their region.

*Community birth registration:* Uganda Registration Services Bureau, with support from UNICEF and the Uganda Telecom (UTL), is currently developing a cutting-edge system called MobileVRS (Vital Record Systems) that will enhance notification of births and deaths to Government's administrative structures. RapidSMS mHealth Package: UNICEF is working with the Ministry of Health to develop a package of interventions that use RapidSMS technology to improve health sector management information and interventions through mobile phone-based reporting.

*Community Resource Centres and Information Access Points:* UNICEF is providing support for comprehensive community resource centres and spaces for young people at the community level by championing 'Information Access Points' that utilise dynamic and engaging multi-media content on specially designed rugged computer kiosks/labs.

## **Progress and Results**

DevTrac's initial phased deployment focused on integrating tracking and updating of key institution-based information with routine multi-media field trip monitoring reports conducted by UNICEF and partners. uReport: Polls are now conducted on a regular basis and visualised on a web-based user interface. In mere minutes, UNICEF can now carry out spot-checks on issues like access to safe water, identifying where the disparities are the greatest, and sparking community-led discussion.

The Community Birth Registration system is intended to increase birth registration for children under five years from 21% to 80% by 2014 through the country wide roll-out of MobileVRS. The RapidSMS mHealth Package is being piloted in four districts. The facility-based reporting now provides real-time disease outbreak and ACT stock data from approximately 170 facilities in two districts. Weekly reporting rates are over 90% nearly a year into the project; the cost is just US\$0.05 for each report!

UNICEF has deployed approximately 30 first generation "computer kiosks" at sites all around the country, and is currently developing new prototypes built out of oil drums. Through these Community Resource Centres, marginalised Ugandans will increasingly take a proactive role in their development due to having easy access to key resources and information.

## **Next Steps**

When fully operational, DevTrac will enable Government and partners to better share information and prioritize interventions, while district- and national-level officials will be able to immediately follow-up on issues such as stock-outs, and communities can use the tool for advocacy and accountability. Next phases anticipate offering the system to other development partners to contribute to the knowledge base and integration with other UNICEF Uganda systems, such as uReport and the Information Access Points, to provide beneficiaries with a means of direct participation.

The network of social monitors is growing, uReport data will get more and more accurate. Better information will enable better aid allocation decisions by donors, better planning decisions by partner-country governments, and will empower the beneficiaries to hold governments and donors to their promises. To support this, UNICEF will soon be publicizing uReport data through newspapers, radio campaigns and even SMS's direct to parliamentarians!

It is expected that by 2012, the UNICEF's RapidSMS mHealth package will support the MoH to receive, in a minimum time, HMIS reports from 900 Health Facilities and 4,000 VHTs in 30 Districts. Once the system is in place, recurrent data capture costs for a national facility-based system will be around \$400 per week.

Development of MobileVRS is currently underway, with pilot testing planned to begin in four districts in early 2011. Using lessons learned during this period, the application will be further refined, progressively scaling up to cover the whole country by 2014.

UNICEF will be deploying 100 new Information Access Points at Youth Centres during 2011. The first deployments will focus on both urban and rural areas in Western and Central Uganda, as well as the underserved Acholi and Karamoja regions. For sustainability, the sites will institute cost recuperation measures and opportunities for micro-enterprise. These could include low-cost, high-demand services such as battery and mobile phone charging stations, typing, printing and IT repair services.

Other applications foreseen in the education sector include: using RapidSMS to report on teacher absenteeism, violence against children in schools, and the use of textbooks in the classroom.

## **Title: *Enhancing quality education through the development of revised Basic Requirements Minimum Standards***

**Contact Person:** Margo O'Sullivan: mosullivan@unicef.org

### **Abstract**

UNICEF advocacy and leveraging has led to the development of revised Basic Requirements Minimum Standards (BRMS) which now feature highly on the Government of Uganda's agenda for quality improvement in education. These child-friendly learning standards were informed by Ugandan and international research on what brings about quality education. UNICEF's technical and financial support for a baseline survey on the current status of BRMS indicators has helped to build national research and analysis capacity, foster buy-in for the application of BRMS and establish a benchmark for monitoring and evaluation.

### **Innovation or Lessons Learned**

- Integrating child-friendly standards into national education sector policies, approaches and programmes is the best way to ensure sustainability

- Partnering with the Government on assessment of baseline status for the BRMS helped build capacity and buy-in, which would not have occurred if the survey were conducted by a research or consultancy firm
- Such a survey is critical for establishing a benchmark for monitoring and evaluation of the four-year coaching/mentoring programme initiated to support implementation of BRMS.

### **Potential Application**

'Upstream' strategies for UNICEF aimed at influencing policies in a variety of sectors can benefit from steps taken to ensure that initial advocacy is informed by solid research; suggested improvements fit into, or complement, existing policies and programmes and baseline data collection is conducted jointly to build national capacity and buy-in.

### **Issue/Background**

In Uganda, child abuse in the school environment is common, and not all children have access to text or exercise books or a safe water source and improved sanitation facilities while at school. UNICEF has successfully advocated for the integration of child-friendly principles and components into national education standards. UNICEF has worked with the Education sector to develop additional indicators, and has also supported a baseline survey to enable programme planning and monitoring of results achieved/progress made through implementation of the standards. The challenge is now to apply these standards.

### **Strategy and Implementation**

Supporting implementation by the Ministry of Education of quality improvement programmes and policies is one of the three components of the 'Keep Children Learning' programme. The focus of support is an innovative coaching/mentoring programme to develop effectively the capacity of all CCTs and inspectors to support the implementation of BRMS in primary schools, devised jointly with the Ministry.

To inform the programme and provide a benchmark for monitoring and evaluation, it was decided to conduct a major national baseline survey of the current status of all BRMS standards in 12% of all primary schools in Uganda.

Rather than requesting an independent organisation to conduct the survey, UNICEF decided to provide technical and financial support for survey implementation by the Ministry of Education. Although this slowed the process a bit, national ownership and understanding of BRMS increased remarkably as a result. Additionally, it led to research capacity development for Ministry staff.

### **Progress and Results**

Data from the baseline survey is currently being analysed and will inform national programme implementation, monitoring and evaluation.

### **Next Steps**

UNICEF will continue to work with the Ministry of Education and Sports to support programme planning and implementation of BRMS. Both implementation and results need to be closely monitored and supported. Given Uganda's inefficient Education Management Information System, RapidSMS technology will be very helpful.

## 7 SOUTH-SOUTH COOPERATION

UNICEF supported 'one-off' activities, including primarily study tours around thematic priorities:

- Governmental delegation from the Justice, Law and Order sector to undertake a study tour in South Africa
- Uganda Registration Services Bureau and Uganda Telecom Company to participate in a conference in Ethiopia on 'Strengthening Civil Registration in Africa'.
- Education Ministry to coordinate visits to Uganda of Ethiopian and Madagascar delegations
- Participation by ministries of Health and Education in a study/exchange programme on school and community WASH in India
- Ministry of Water team's study tour to Zambia.

UNICEF strengthened regional networks by supporting collaboration on joint events or participation in regional training workshops:

- Government officials attended a regional workshop in Lesotho to share experiences and form a network around social cash transfers.
- Communication, networking and information-sharing before, during and after the African Youth Forum (AYF) in July, enabled 100 young people from 40 African countries to share thoughts on African development issues and prepare a statement that was delivered at the opening of the African Union summit.
- Collaborated with Ministry of East African Community Affairs to support the Music, Dance and drama festival organized by the Ugandan Ministry of Education under the theme of 'East African Community Alive, Safe and Learning.'
- Training workshop on education in emergencies supported by UNICEF HQ, ESARO and other institutions, including participants from Anglophone African countries.

An innovative new approach, South-South technology and skills transfer is being promoted around the use of ICTs. Example: the 'Digital Doorways' concept and design that was initially developed in South Africa was adapted for use in Uganda with support from the South African developers, funded by UNICEF. This led to the locally designed 'Digital Drum' innovation for expanded access to information via the Internet.