

Uganda

Part 1: Situation update in the country

Uganda has made considerable progress in improving child outcomes but those improvements are fragile, and the pace of improvement has plateaued or slowed, especially in education, newborn survival, nutrition, immunization, sanitation and hygiene behaviour. Gains in poverty reduction have been reversed. The demands of Uganda's rapid population growth, averaging 3.4 per cent during the period 2011–2016, and continuing vulnerability to external shocks, outpaced the expansion of economic opportunities, especially for young people, and overwhelmed key social services. Social sector budget allocations limited adequate service delivery to meet the needs of the population, and raised concerns over service quality and sustainability.

In 2018 Uganda's economy began to recover from its low point in the fiscal year 2016/17. The economy grew at 6.1 per cent in FY2017/2018, higher than the anticipated 5.5 per cent, supported by global economic growth, private sector activity and recovery in the industrial and agricultural sectors. In FY2018/19, the economy is on track to meet its 6.2 per cent growth target.

There are, however, persistent challenges. Poverty remained high and increased from 19.7 per cent in 2012/13 to 21.4 per cent in 2016/17 according to Uganda National Household Survey data revised in 2018. One in two children experienced multiple deprivations in social services and living conditions. Child poverty and deprivation were becoming an increasingly urban phenomenon.

Uganda has one of the youngest and fastest-growing populations in Africa, with 57 per cent of its citizenry made up of children under the age of 18. Over the next two or three generations, that high dependency ratio is likely to be replaced by a large labour force. This 'demographic dividend' presents a window of opportunity for sustainable and inclusive development, but only if the right social and economic investments and policies, especially in health and education, are made. Preliminary data in 2018 indicated that domestic investment in sectors that benefit children was still insufficient. As a percentage of gross domestic product (GDP), the Government's overall social sector expenditure was low, including by regional standards. The Government spent half of the East African Community average on health, education, pensions and social assistance.

The Office of the Prime Minister and UN High Commissioner for Refugees conducted a countrywide biometric verification exercise of all asylum-seekers and refugees in Uganda. By the end of October 2018, close to 1.1 million refugees were verified and biometrically enrolled. The total number of refugees as of 31 December 2018 was 1,190,922. Refugee arrivals occurred on a regular basis. More than 1 million South Sudanese, 600,000 Congolese and 40,000 Burundian refugees were expected to be in the country by 2020.

Despite the large caseload, Uganda continued to implement one of the world's most progressive and generous refugee law and policy regimes, with attention paid to the needs of both refugees and host communities. The conditions for refugees and their hosts, however,

remained challenging. Children made up 60 per cent of refugee and host community populations, but many lacked access to essential services and faced serious protection risks, including family separation, physical, sexual and gender-based violence, psychosocial distress and child labour.

Children were disproportionately affected by emergencies. There was an increasing trend of outbreaks of communicable diseases such as cholera, measles and haemorrhagic fevers. Cholera outbreaks erupt every year due to constraints in access to, and maintenance of, safe drinking water facilities. Ebola also remained a significant risk following the outbreak of the disease in neighbouring Democratic Republic of Congo in August 2018.

Uganda made significant progress in promoting gender equality with a progressive legal framework, but more needs to be done. Women and girls still experienced gender-based violence, poor nutrition, preventable diseases and high fertility. Early marriage before the age of 18 affected 40.4 per cent of women, and teenage pregnancy rates were high, at 25 per cent. Adolescents and young women (15–24 years) accounted for 44 per cent of the 7,200 annual maternal deaths, nearly 3,200 in total. The gender gap was visible at secondary school level (a female-to-male ratio of 0.89) and widened at tertiary level (a female-to-male ratio of 0.27).

Uganda's first-ever Functional Difficulties Survey (2017), supported by UNICEF, showed that 3.5 per cent of children aged 2 to 4 years and 7.5 per cent of children aged 5 to 17 years had a disability. Children and adults with disabilities were more at risk of abuse and sexual violence, discrimination and lack of access to information. Thirty-eight per cent of female children with disabilities experienced sexual violence and 1 in 5 people with disabilities could not access information in formats that they could read.

The operational environment in Uganda was challenging and posed high fiduciary risk. The 2017 Corruption Perception Index by Transparency International placed Uganda 151 out of 180 countries that participated in the survey, scoring 26 points (the highest score being 100). On several occasions, risk and alleged fraud received high-profile attention in international media. Given that UNICEF channels 50 per cent of its funding through government partners, a number of additional control strategies were instituted and the frequency and intensity of reporting to key donors was increased. UNICEF efforts to raise funds proceeded well for child survival programming but significant gaps remained for child protection, basic education, adolescent development and humanitarian programming.

Positive momentum was maintained in reducing maternal and child mortality, improving the nutritional status of children, reducing HIV prevalence and expanding access to safe water. In 2018, Uganda maintained its polio free status. The 2016 Uganda Demographic and Health Survey revealed improvements in maternal and child health outcomes. Between 2011 and 2016, maternal and under-five mortality declined from 438 to 368 per 100,000 live births and from 90 to 64 per 1,000 live births, respectively. Improvements in the availability and use of essential health services contributed to this progress. During the same period, measles vaccination coverage rose from 76 per cent to 80 per cent, and institutional deliveries increased from 57 per cent to 73 per cent. The survey also revealed that 81 per cent of children under 5 with fever were taken for medical advice/treatment, 49 per cent were tested for malaria and 88 per cent received antimalarial drugs. Despite these positive trends, neonatal mortality stagnated at 27 per 1,000 live births and maternal mortality remained high due to high rates of adolescent pregnancy and poor quality of care in childbirth and the immediate postpartum period.

Under-nutrition remained an important contributor to poor maternal, newborn and child survival and development in Uganda. While the prevalence of stunting decreased from 33 per cent to 29 per cent between 2011 and 2016, an estimated 1.85 million children were still stunted. During the same period, underweight and wasting also declined, from 14 per cent to 11 per cent and from 5 per cent to 4 per cent, respectively. Anaemia among adult women increased from 23 per cent to 32 per cent between 2011 and 2016, and among children under 5 it increased from 49 per cent to 53 per cent. According to the 2017 HIV Impact Assessment findings, adult HIV prevalence fell from 7.3 per cent to 6 per cent between 2011 and 2016. New infections dropped from 83,000 in 2015 to 52,000 in 2016. Antiretroviral coverage to prevent mother-to-child HIV transmission rose significantly, from 50 per cent in 2011 to 95 per cent in 2017. Paediatric antiretroviral therapy coverage increased from 62 per cent in 2015 to 70 per cent in 2017.

The high level of under-nutrition and morbidity affected the developmental status of young children. Sixty-three per cent of children aged 36-59 months were developmentally on track according to the Early Child Development Index.

UNICEF-supported analysis of the water and sanitation sector revealed that Uganda achieved strong results in expanding safe water coverage, increasing it from 40 per cent to 70 per cent in rural areas over the past 20 years and from 50 per cent to 70 per cent in urban areas over the past 10 years. Performance in the functionality of water points and access to basic sanitation were mixed.

The 2018 UNICEF-supported health budget issues paper revealed that Uganda spends more on health compared to other low-income countries and regional averages, but coverage, access and quality were not realized at a commensurate level. The main bottlenecks affecting health, nutrition and water, sanitation and hygiene (WASH) services included inadequate financing and staffing, weak district management capacities, poor supply chain management and demand-related issues.

Ugandan children were being left behind in comparison to their peers on the continent. While 95 per cent of children had access to primary education, low public investment in human development and rapid population growth resulted in the demand for education outweighing supply, and a consequent stagnation or decline in education indicators. Primary completion rates decreased and educational attainment was lower than in other East African Community countries. Uganda's primary completion rate dropped from 60 per cent in 2001–2005 to approximately 55 per cent in 2011–2015. This negative trend was in sharp contrast to the improving rate in other East African Community, sub-Saharan Africa and low-income developing countries.

The declining education outcomes were strongly correlated with inadequate resources and sector inefficiencies. Uganda spent approximately US\$104 per primary school pupil, which is half the sub-Saharan Africa average. The share of education in the government budget declined from 13 per cent in 2015 to 11 per cent in 2017 and was expected to decline further in 2018.

Children failed to transition to secondary school. Girls were particularly affected, with only 3 out of every 100 girls enrolled in Grade 1 transitioning to upper secondary school. This early grade 'traffic jam' was compounded by three factors. Children entered the school system at different

ages, attended irregularly, repeated years and learned little. Poor learning environments were characterized by large class sizes, few learning materials and low teacher competency. Teachers and children were unfamiliar with the language of instruction. Teacher training and management were concerns, with Uganda faring worse in teacher absenteeism and classroom knowledge than East African Community and sub-Saharan Africa peers.

Children from remote rural areas, those from the poorest households and children with disabilities were at greater risk of school exclusion. Considering the context of high levels of school violence, including sexual abuse, children, especially girls, were deterred from attending school and completing their education. According to the Uganda Demographic and Health Survey 2016, the net primary school attendance rate was 83.7 per cent (83.3 per cent for boys, 84.1 per cent for girls) but disparities existed between rural and urban districts (83.2 per cent for rural and 86.1 per cent for urban). Children from the wealthiest households were more likely to be in school (89.9 per cent) than children from the poorest families (75.7 per cent). Karamoja had the lowest net primary school attendance rate, at 37.2 per cent (43.9 per cent for boys, 30.8 per cent for girls).

Access to secondary education significantly lagged behind primary education. The Uganda Demographic and Health Survey 2016 reported that only 19.7 per cent of children (19.9 per cent of boys, 19.5 per cent of girls) attended secondary school, and children from rural areas and the poorest households were more likely to be excluded. Girls were particularly left out of secondary education, especially those who were poor. The net secondary school attendance rate for girls rose from 4.9 per cent in the poorest households to 35.2 per cent in the wealthiest homes. The regions where children were most likely to not be able to go to secondary school were Karamoja (3.4 per cent attendance rate) and Lango (3.7 per cent attendance rate). The presence of 1.19 million refugees added a heavy burden on the Uganda school system, especially in refugee-hosting districts.

Early childhood education did not fare well and relied primarily on the private sector to deliver services to young children. Early childhood development programme attendance was low. Only 22.4 per cent of children aged 36 to 47 months and 47 per cent of children aged 48 to 59 months were attending such programmes. Overall, 38.9 per cent of girls and 34.3 per cent of boys had access to early childhood development services, with Karamoja (at 13.3 per cent) and children from the poorest households (at 15 per cent) the least likely to have access.

New evidence revealed the severity and widespread nature of gender-based violence and violence against children in Uganda. The first Violence Against Children Survey, launched in 2018 with support from UNICEF, found that 35 per cent of girls and 17 per cent of boys experienced sexual violence. Fifty-nine per cent of girls and 68 per cent of boys experienced physical violence during their childhood, largely at home and in school. This evidence reinforces the imperative of addressing violence against children as a public policy priority, as part of a child protection system that works on both prevention and response.

There were a multitude of initiatives in 2018 contributing to child protection, but the challenge was that they did not add up to a holistic, sustainable and scalable protection system. Most, but not all, interventions were carried out in collaboration with national and/or local government. A shift in budget support to project funding, which increased 10-fold since 2003, led to a proliferation of child protection projects. This situation is unlikely to change in the short-term, making the efficiency and effectiveness of development partner support crucial.

There is a need to establish a clear budget architecture for investments in social welfare that support all child protection-related interventions. Funding levels for social services in most local governments were too low to achieve improvements in outcomes. For community development, operational funds decreased by 80 per cent in real per capita terms since 2007. For social welfare, operational funds were very close to zero.

The presence of social welfare in government structures was limited, with only one government officer at district level, whose time was split between the social welfare and probation functions. The Government decreed an increase in district probation and social welfare officers from one to two, but that was yet to be implemented in most districts.

Birth registration services were scaled up, reaching 1.7 million children (49.5 per cent girls) since 2016. This scale-up helped to achieve a child birth certification rate of 30 per cent by mid-2018. New civil registration legislation was approved in 2015 and the National Identification and Registration Authority was established in 2016. The Authority continued to expand its infrastructure by setting up district offices; however, they remained understaffed and need further capacity building and guidance on their roles and responsibilities.

Part 2: Major results, including in humanitarian action and gender, against the results in the Country Programme Documents

UNICEF's country programme 2016–2020 aims to support national efforts to progressively realize children's rights. Programme approaches include systems building, advocacy and public engagement, developing and leveraging resources and partnerships, fostering innovations, evidence generation and operational support to programme delivery. In 2018, despite a challenging environment, noteworthy results were achieved in all goal areas of the UNICEF Strategic Plan for 2018–2021 in alignment with the Sustainable Development Goals and the priorities of the UNICEF Gender Action Plan 2018–2021. Preparations were underway to implement recommendations from the 2018 midterm review of the country programme.

Goal area 1: Every child survives and thrives

In the context of rapid population growth and limited domestic funding for health, progress in improving access to and quality of reproductive, maternal, neonatal, child and adolescent health services was sustained, with incremental improvements.

In strengthening national enabling environment for such services, UNICEF and partners supported reviews of sector plans and systems, leading to programme adjustments such as strengthening of district planning for equitable service delivery. District planning processes, which emphasize the use of data and bottleneck analysis for planning, implementation and monitoring, were supported in all districts.

UNICEF supported quality of care for reproductive, maternal, neonatal, child and adolescent health services through provision of supplies, scaling-up quality of care standards and upgrades to health infrastructure. Routine immunization services were strengthened by the introduction of the Rotavirus vaccine in 128 districts. The rollout was supported by a communication for development (C4D) campaign on radio and TV. As a result, 612,012 and 251,733 children under 1 were reached with Rota1 and Rota2 vaccination, respectively.

Immunization inequities were addressed through support to integrated child health days in poorly performing districts. Cold chain capacity was strengthened through the provision of essential equipment for 579 health facilities and improved capacity of 14 regional cold chain management teams.

To increase demand for, and access to reproductive, maternal, neonatal, child and adolescent health interventions at community level, the expansion of integrated community case management to a total of 25 districts resulted in 21,211 village health teams treating children for malaria and pneumonia. Continued use of FamilyConnect, an SMS tool to improve community health care seeking behaviour, registered 17 per cent of women who were pregnant and 3 per cent of women of reproductive age.

With UNICEF support, the Ministry of Health finalized the community health extension worker strategy, developed a training package and a roadmap, and selected community health extension workers from the first wave of districts. UNICEF and partners also supported the Ministry to complete the distribution of 24,822,241 long-lasting insecticide-treated nets to all districts, achieving a national coverage of 97.5 per cent by March 2018. As a result, the number of recorded malaria cases among children decreased from 408 in 2016 to 293 in 2018.

Disease outbreaks posed additional challenges in 2018. In response to the Ebola outbreak in the Democratic Republic of the Congo, UNICEF supported the development of the National Ebola Virus Disease Preparedness and Response Plan, mobilized resources and helped to implement communication for development (C4D) interventions and infection prevention and control through WASH. Twenty-two high-risk districts were supported to develop risk communication and social mobilization plans and budgets as part of health systems strengthening. More than half a million people were reached, including approximately 200,000 children.

In the area of HIV/AIDS, the enabling environment was strengthened through sector reviews, mechanisms to generate domestic resources for HIV/AIDS (AIDS Trust Fund) and regional rollout of the fast-track approach. Prevention, care and treatment for adolescents at risk or living with HIV and AIDS was advanced through the development of a peer curriculum on psychosocial support and the sexual reproductive health and rights and HIV integration guidelines. Data availability for policy and programming was improved through support to the Health Information Management System (HMIS) review, which will lead to disaggregation of HIV treatment data for adolescents. To eliminate mother-to-child transmission of HIV (eMTCT) by 2020 and to improve retention of mother-baby pairs in HIV care, UNICEF and partners supported the launch of the 'Free to Shine' campaign championed by the First Lady. At sub-national level, UNICEF strategically supported district health systems strengthening interventions for improved coverage and quality of HIV care, in both development and refugee settings. This resulted in an increased number of facilities providing eMTCT services, reaching 94 per cent of targeted HIV-positive pregnant women with antiretroviral treatments. Districts' capacity to implement at least three high-impact gender-responsive adolescent HIV prevention services was enhanced, including for HIV testing, eMTCT for pregnant adolescents and provision of antiretroviral treatment.

The enabling environment for nutrition was improved through UNICEF support to the Office of the Prime Minister, resulting in a stronger multi-sectoral nutrition coordination platform. To improve availability and quality of nutrition analysis, UNICEF and the European Union helped establish the National Information Platform for Nutrition. The Health Management Information

System was revised to ensure that adequate nutrition indicators were integrated. Improved access to and provision of supplies for essential child nutrition services resulted in 3,482,465 children aged 6–59 months being reached with vitamin A supplementation nationwide, including in refugee-hosting areas. A total of 23,018 children with severe acute malnutrition received therapeutic care, including 11,751 children in refugee-hosting districts.

UNICEF leveraged its regular programme resources to enhance results in health in emergencies, since funding for humanitarian response was limited. The HIV/AIDS programme did not receive any humanitarian funding in 2018 but still exceeded its target, reaching 4,418 emergency-affected HIV-positive children with antiretroviral treatment (exceeding the target of 3,513). More than 1.2 million people (77 per cent of the target) were reached with key life-saving and behaviour change messages on public health risks. Measles vaccination was given to 375,885 children aged 6 months to 15 years (48 per cent of the target), and high-risk districts successfully maintained a cure rate for malnourished children above 75 per cent.

Goal area 2: Every child learns

UNICEF and partners strengthened capacity for implementation of the National Integrated Early Childhood Development Policy (NIECD) and Action Plan. Integration of early childhood development services advanced with strengthening of district and sub-district coordination mechanisms guided by the NIECD Service Delivery Framework, Communication and Advocacy Strategy and Monitoring and Evaluation Framework developed by the Ministry of Gender, Labour and Social Development. System strengthening for quality assurance and equitable expansion of early childhood development centres was promoted through UNICEF participation in the early childhood care and education policy review process funded by the Global Partnership for Education.

To advance capacity building across sectors, a pool of 30 national and 114 regional trainers was established to support the Ministry of Health to roll out key family care practices. Working closely with 32 UNICEF-supported districts, coordination mechanisms for early childhood development integration were established in 23 districts. As a result, 26 districts regularly reviewed implementation of integrated early childhood development services and 16 reported on the emergence of programmatic mechanisms to coordinate two or more cross-sectoral interventions.

UNICEF supported the Ministry of Gender, Labour and Social Development to mobilize 141 districts to implement the National Integrated Early Childhood Development Policy. In partnership with the Ministry of Local Government, work began on institutionalizing integrated early childhood development implementation and monitoring into local government monitoring systems. UNICEF support to 32 district local governments resulted in 7,450 early childhood development centres, with a gross enrolment rate of 25 per cent, providing comprehensive services to 349,294 children (51 per cent girls), 16,797 caregivers (72 per cent female) and 211,125 parents (32 per cent male). This included 6,111 children with disabilities and 113,786 refugee and host community children (50 per cent girls).

Using the quality assurance system developed with UNICEF support, the Ministry of Education and Sports trained 9,784 caregivers (58 per cent of caregivers in centres) in ensuring quality in early learning and care. This enabled approximately one-third of early childhood development centres to achieve national quality standards and 3,173 centres (42 per cent) to integrate services across sectors.

UNICEF support to the Ministry was directed to all levels of the system. At policy level, the teacher incentive framework, developed with support from UNICEF and UNESCO, was launched in 2018. It is anticipated that the framework, together with recommendations from the study on teacher absenteeism expected in 2019, will address underlying issues causing low teacher motivation.

Positive developments were made in inclusive education. UNICEF advocacy and financial and technical support moved the much-delayed National Inclusive Education Policy to the final stage of approval.

Building on its role as Coordinating Agency of the Global Partnership for Education, UNICEF facilitated a partnership between the Ministry of Education and Sports and Starkey Hearing Aid Foundation to provide hearing aids for 3,000 primary school children. The child-to-child approach and provision of assistive devices under the United Nations Partnership on the Rights of Persons with Disabilities (UNPRPD) provided models for educational programmes that serve children with disabilities. Under the UNPRPD, a partnership with Kyambogo University helped to remodel accessible learning materials.

Quality education remained a challenge. Efforts were made to ensure improvement. UNICEF supported the quality enhancement initiative in targeted schools of the 22 worst performing districts. In total, 4,600 head teachers and school management committee members from 1,425 schools in 19 of the 22 districts were trained on school management and teacher support supervision. As a result, 51 per cent of primary schools in North West Region, 66 per cent in Western Region and all 117 schools in Karamoja reported having functional school management committees. The programme is on target to achieve 80 per cent functioning committees by 2020.

UNICEF continued to foster technological innovations. Kupaa, an innovative software for the digitization of school administrative and management data developed in partnership with Master Card Lab, enhanced school management in 280 schools. The Kolibri digital learning platform brought knowledge of science, technology, engineering and math (STEM) subjects and life skills to 6,000 adolescents.

Adolescent development programming addressed key issues related to the UNICEF Gender Action Plan. The Ministry of Gender, Labour and Social Development launched the National Coordination Framework for Adolescent Girls and the associated National Multi-Sectoral C4D Strategy for Adolescent Girls. Those documents will help to better coordinate adolescent development-related activities. The framework also will facilitate implementation of the 'School as an Integrated Platform' strategy developed in 2018. UNICEF collaborated with other UN agencies in supporting the Ministry of Education and Sports to develop the National Sexuality Education Framework, removing an important bottleneck to the provision of life skills education to adolescents.

UNICEF started to build an investment case for adolescent and youth social enterprise development in early childhood development under Generation Unlimited, a global partnership to provide education, learning, training and employment to adolescents and young people. According to government policy, early childhood development provision is a matter for the private sector. No public investment was made in the sub-sector, resulting in a large unmet need. UNICEF made the case for older adolescents to be trained with skills to manage early

childhood development centres as a social business, responding to a societal need and providing them with a sustainable livelihood.

Aligned with the UNICEF Gender Action Plan, UNICEF Uganda supported the Ministry of Education and Sports Gender Unit to implement the National Strategic Plan on Violence Against Children in Schools 2015–2020. A total of 840 teachers were trained and supervised on Reporting Tracking Referral and Response guidelines for violence against children in schools, gender-sensitive pedagogy, sexual and reproductive health and menstrual hygiene management. School clubs provided a platform for 91,725 adolescents (55,035 girls, 36,690 boys) to gain information on key risk factors and to develop life skills. Emerging results in Karamoja showed that violence against children in schools reporting increased from 61 cases in 2017 to 220 cases in target schools in 2018. Following orientation sessions and follow-up meetings with the district local government, target districts started to integrate adolescent development interventions in their plans.

Community dialogues on issues such as violence against children, child marriage and girls' education reached 52,000 community members and positive parenting sessions reached 8,250 parents. Adolescents were engaged through school clubs and 122,088 U-Reporters aged 15–24 years spoke out on reproductive and sexual healthcare, HIV/AIDS, re-entry of adolescent mothers into schools and enrolment of out-of-school children in the community.

Education in emergencies interventions in refugee-hosting areas reached 26,717 adolescents in- and out-of-school. A total of 4,720 out-of-school adolescents in refugee-hosting districts re-enrolled in education. Of those, 1,580 graduated from a technical training course and 3,140 enrolled in accelerated education. According to 2018 data from implementing partners Norwegian Refugee Council and War Child Canada, after completion of two out of three terms, a transition rate to formal education of 65 per cent was recorded among learners benefiting from accelerated learning (63 per cent females, 67 per cent males).

Goal area 3: Every child is protected from violence and exploitation

UNICEF, the UN Population Fund, UN Women, UN Development Programme and UN High Commissioner for Refugees all agreed to work together with the Government to ensure a well-coordinated effort to strengthen child protection.

The enabling environment for child protection was strengthened through the development of the Children's Policy and its accompanying implementation plan. The policy and plan address the key findings of the National Violence against Children Survey with a clear strategy for dealing with the high levels of sexual, physical and emotional violence. In the area of justice for children, diversion regulations for the police were developed, which allow police to divert children away from the justice system. The Child Justice Strategy was finalized, guiding the Justice Law and Order Sector on how to collectively improve justice for children. Building on the momentum of rolling out the National Strategy to End Child Marriage and Teenage Pregnancy to 55 districts in 2017, in 2018, 15 of those districts disseminated the strategy at sub-district level. The 15 districts also allocated resources to address child marriage in their 2019–2020 budgets.

To improve prevention of violence and harmful practices against children, 241,548 adults (111,315 male and 130,233 female) participated in interventions aimed at promoting equitable gender norms and demonstrating the benefits of investing in adolescent girls. Of those, 31,350

were parents and caregivers in refugee sites and host communities. Some 145,408 adolescents aged 10–19 (59.2 per cent girls) were supported to participate in activities that equipped them with skills, knowledge and capacity to make informed decisions on matters that affect them, as well as to establish social support mechanisms that increase their capacity to resist child marriage, engage duty bearers and hold them accountable, and seek and demand relevant services when needed.

Child protection and life skills services were provided to 3,594 girls at risk of female genital mutilation/cutting, helping them avoid this harmful cultural practice. Twenty-four of the targeted 29 villages in Karamoja in North-eastern Uganda declared abandonment of the practice in 2018, bringing the total number of villages to have done so to 132. Approximately 15,568 community members (7,428 males, 8,140 females) participated in declarations and were engaged through community dialogues to end the practice.

UNICEF continued to financially and technically support the Uganda Child Helpline, strengthening referral and case management capacity at district level. By the end of November 2018, 2,785 child protection cases (1,669 girls, 1,079 boys, and 37 gender unknown) were managed by the helpline, out of 191,178 calls. Most of the cases were neglect, sexual violence and physical violence. UNICEF support to justice for children coordinators sitting in 13 High Court Circuits, who prioritize diversion and the fast tracking of children's cases, led to the diversion of 3,411 of the 4,449 eligible cases. In total, 131,106 children were directly reached with UNICEF-supported response services. The Justice Law and Order Sector Annual Progress Report 2017/18 reported that the percentage of child-friendly service points in justice institutions increased to 60 per cent, an 8 per cent increase from FY2016/2017. As a result of UNICEF's advocacy and capacity building efforts, culminating in the trainings for 45 prosecutors in 2018, the Office of the Director of Public Prosecutions established a child-friendly room and held special court sessions for child victims of violence under 10 years of age.

UNICEF continued to provide critical child protection support to refugee children from South Sudan and the Democratic Republic of Congo. A total of 90,118 refugee children (53,419 boys, 36,699 girls) received psychosocial support, including access to child-friendly spaces, and 3,923 unaccompanied and separated children (2,023 boys, 1,900 girls) were provided with appropriate alternative care services. UNICEF and the Government invested in strengthening national capacity and emergency coordination on child protection through the drafting of a preparedness plan of action. Work in this area will continue in 2019.

Work continued to strengthen systems and institution building around birth registration. UNICEF and The World Bank supported the National Identification and Registration Authority to define and build a decentralized and simple civil registration and vital statistics system that delivers birth registration and certification services through the health and local government infrastructure. The Authority agreed to develop and model the decentralized system in partnership with UNICEF in eight districts over the next two years. Birth registration services and the use of the Mobile Vital Records System were scaled up from 87 to 90 districts. More than half a million children (580,520) had their birth registered and received birth notifications in 135 hospitals, of which 435,689 children (49.5 per cent girls) were under 5 years. This brings the total number of children who have benefited from birth registration services since the beginning of the current country programme to 2,033,927 (49.9 per cent girls). The civil registration and vital statistics baseline study was concluded, validated and was awaiting approval by the National Identification and Registration Authority management. This will pave

the way for the development of a civil registration and vital statistics strategic plan and communication strategy. Coordination needs to be strengthened to support the multi-sectoral interventions of the civil registration and vital statistics system.

Goal area 4: Every child lives in a safe and clean environment

At the national level, UNICEF intensified evidence-informed policy dialogue and provision of technical support to relevant ministries to strengthen the enabling environment for WASH and to support mobilization of additional resources to the sector. A UNICEF-supported analysis revealed that the slow rate of improvement in sanitation stems from reduced funding and the absence of a clear policy stance to tackle the issue effectively across sectors. If not addressed, those challenges are likely to further exacerbate the issue of operation and maintenance of water sources and reduce already scarce resources for sanitation. The findings of the UNICEF-supported Value for Money Study to assess the effectiveness and efficiency of the district sanitation and hygiene conditional grant will feed into the review of the national guidelines in this area.

UNICEF continued to support improved access to and quality of child and gender-sensitive WASH services in communities, schools and health centres. This was accomplished by providing supplies, funds and support for human resources. Progress was made in improving community sanitation and ending open defecation. Against the annual target of 150 villages, 167 villages were certified open defecation free. A total of 97,432 people (65 per cent of the target) gained access to improved water services through rehabilitation of existing boreholes and construction of new water systems. In humanitarian contexts, 93 per cent of the targeted 133,000 children and adults could access sufficient quantity of water of appropriate quality for drinking, cooking and personal hygiene. Nearly half (46 per cent) of the targeted 190,000 people in humanitarian situations were provided with appropriate sanitation facilities.

The Ministry of Education and Sports, with support from UNICEF, disseminated WASH-in-School guidelines to eight districts and four municipalities (out of the targeted 20 districts). In the process, 96 officials were oriented on the guidelines. This is expected to improve the effectiveness of hygiene behaviour change programmes by integrating hygiene promotion activities in school curricular and extracurricular activities.

UNICEF provided technical and financial support to install WASH facilities, including separate girls and boys toilets and washing facilities, in 12 schools under construction. The provision of gender-sensitive WASH facilities created a conducive learning environment for both boys and girls. A menstrual hygiene management system was developed in 67 schools (surpassing the target of 60 schools). The provision of WASH facilities was completed in two health centres, with work in progress at 33 other facilities. UNICEF supported Iganga, Bugweri and Kamuli district in micro-planning for the water information network system (WinS) and development of a costed district WinS plan for scale-up. Micro-planning for 39 additional districts will inform the WinS scale-up.

To improve norms and behaviour around water, sanitation and hygiene (WASH), UNICEF supported the National Handwashing campaign through the development of banners, flyers, stickers and radio spots. More than 6,000 radio spots were developed in 12 languages and were aired on 17 radio stations.

Goal area 5: Every child is provided with an equitable chance in life

UNICEF continued to support systems and institution building for the national statistical system in Uganda. In 2018, the Uganda Demographic and Health Survey 2016 was successfully disseminated, with a full day dedicated to child development indicators. For the first time ever, the survey includes indicators on early childhood development, child discipline, victimization, life satisfaction and parental involvement. In connection with the survey, the Uganda Bureau of Statistics launched the UNICEF-supported Uganda Functioning and Disability report. Following the successful integration of a child poverty and deprivation module in the Uganda National Household Survey 2016/17, a child poverty chapter was included in the national survey report. UNICEF partnered with the Uganda Bureau of Statistics and the World Bank to produce poverty maps based on the survey findings.

Child Poverty and Deprivation in Refugee Hosting Areas, the first study to apply a consensual approach to measuring poverty and deprivation in emergency situations in the country and globally, was launched in June 2018. The study assessed child poverty, deprivation and social service delivery and provided unprecedented evidence on the situation and vulnerability of refugees in Uganda, including urban refugees in Kampala, and that of host communities in refugee-hosting regions. In partnership with the Economic Policy Research Centre and the University of Manchester, UNICEF organized a child poverty conference aimed at contributing to global efforts to end child poverty by generating key insights on practical actions, programmes and social policy interventions that have made a tangible difference in the lives of Africa's poorest children. Public finance for children was strengthened by institutionalizing and launching the online Equity Atlas on the Ministry of Finance and Economic Policy Research Centre websites. In partnership with the Economic Policy Research Centre and the Ministry of Finance, UNICEF conducted four regional trainings of district planning and budgeting officers in all districts in Uganda on the use of the Equity Atlas as a tool for improving local government budgeting practice. Child rights-focused and equity analysis reports were produced from the census database and disseminated.

UNICEF continued to provide technical support to strengthen the budget process by generating systematic analyses and briefs to inform policy engagement at both national and local government level. On the local government level, UNICEF facilitated three regional planning/budgeting workshops to support local counterparts in Tier 1 districts to prepare high quality submissions for the FY2019/20 budget cycle.

Budget issue papers aimed at improving the quality of engagement between the treasury and sector line ministries were developed in the formulation of the FY2019/20 budget. Support was provided for the Government's review of the balance between social and economic allocations. Budget issue papers were produced on cross-cutting areas, education, health, WASH and social development to help articulate focused dialogue on issues affecting social sectors.

UNICEF, in close collaboration with the Uganda Debt Network, continued to support the Government to enhance budget transparency. UNICEF and the Network supported the launch of the Open Budget Survey 2017, which includes a chapter on Uganda. This global survey identifies Uganda as the second-best performing country in Africa. In social protection, UNICEF gradually moved into programming through the contextualization of social protection in urban settings and along the humanitarian-development continuum. UNICEF supported Kampala Capital City Authority to develop and implement an urban child-sensitive social protection programme aimed at fostering adolescent girls' social and economic inclusion and protection. Working together with the World Food Programme, progress was made in advocating for a child-sensitive social protection programme for refugee and host communities, harnessed on

strengthened health systems in the West Nile sub-region's refugee-hosting districts. UNICEF strengthened government capacity to plan and manage social protection programmes through targeted training and participation and contributions to international meetings on social protection, for example, by hosting of the regional community of practice on cash transfer programmes.

UNICEF continued to be a key stakeholder in sector coordination as the co-chair of the United Nations Development Assistance Framework Social Protection Working Group. UNICEF was an active member of the Development Partner Social Protection Working Group and the technical working group on cash-based activities for the refugee response. Through those fora, UNICEF continued to support national efforts to develop an integrated management information system for social protection.

Child rights governance was enhanced in 2018. The assessment of the status of implementation of the Convention on the Rights of the Child in Uganda was a capacity building activity for the Uganda Human Rights Commission and filled programme information gaps. The assessment was completed and launched in July 2018. A chapter on the Convention on the Rights of the Child assessment was integrated in the recently launched 2017 Uganda Human Rights Commission annual report. UNICEF supported the Ministry of Gender, Labour and Social Development to finalize the State Party report to the Committee on the Rights of the Child. The report was validated and approved by the Ministry and was with the Cabinet at year end.

UNICEF worked to strengthen the child rights governance capacity of government and national actors. A partnership with the Uganda National NGO Forum was formed to strengthen the capacity of civil society to engage more effectively on child rights governance and advocate for strengthened social protection. UNICEF also supported the reactivation of the Child Participation Working Group to support the implementation of the National Child Participation Strategy.

SDG implementation advanced through the development of the national implementation roadmap, which was launched in October 2018. As a member of the United Nations SDG Working Group, UNICEF contributed technical input to the roadmap. Through the working group, UNICEF supported the National Planning Authority's plan to undertake a policy and institutional gap analysis. This effort is expected to guide Uganda's ambition to accelerate SDG implementation and the realization of SDG indicator targets.

Cross-cutting areas

Humanitarian response

In 2018 UNICEF purposefully linked development and humanitarian programming through its engagement at district level, consistent with the Government's decentralized policy and approach to governance. UNICEF also focused on building the capacities of district local planning and budgeting authorities in some of the refugee-hosting districts as a means to strengthen integrated service delivery. This included supporting district local governments to develop risk-informed plans that enable stronger preparedness and response to refugee arrivals, among other shocks. UNICEF also successfully launched its first version of the online Emergency Preparedness Platform, which will be regularly updated in 2019.

UNICEF's active engagement in policy work toward the inclusion of refugees in national

systems, specifically through the development of costed sector plans, is an example of humanitarian development continuum support at national level. UNICEF provided support to the Government to strengthen refugee resilience and self-reliance, while also working to improve the development outcomes of host communities. Gender, HIV/AIDS, conflict sensitivity and communication for development (C4D) were mainstreamed into all interventions.

In Uganda UNICEF worked closely with the Government, the UN High Commissioner for Refugees and the World Food Programme to coordinate the refugee response in line with the country's Refugees and Host Population Empowerment Strategic Framework, Settlement Transformation Agenda, and Comprehensive Refugee Response Framework. Uganda is one of the pilot countries for the Comprehensive Refugee Response Framework, which establishes a foundation for stronger collaboration between humanitarian and development partners. UNICEF invested significantly in coordination as co-lead of the nutrition, child protection and WASH clusters and co-chair of three technical working groups in those areas.

To prevent and respond to disease outbreaks, UNICEF supported government contingency planning and response efforts. In high-risk communities, strategies included applying and scaling up existing civic engagement platforms such as U-Report, building community-local government linkages and guiding responsive district and sub-district planning and budgeting. A three-year emergency stand-by partnership with the Uganda Red Cross lent additional humanitarian response capacity, especially in communication for development (C4D), as was the case for the intensive Ebola prevention response co-led by the Ministry of Health and UNICEF. UNICEF also contributed to the emergency coordination response through participation in various platforms such as the multi-stakeholder National Task Force on preparedness and response to disease outbreaks, as well as disease control task forces at the local level.

UNICEF Uganda faced resource challenges in 2018, with only 43 per cent of its appeal of US\$ 66.1 million funded. UNICEF was able to reach an average of 41 per cent of its targets during the year. To reach the maximum number of children and women affected by crises, UNICEF leveraged its resources in the 11 refugee-hosting districts.

Harnessing the power of business

UNICEF worked with the Ugandan private sector to influence the products and services available to address programmatic needs in the country. As the main purchaser of ready-to-use therapeutic food, UNICEF worked with two local companies that expressed interest in supplying the product. An innovative project with industry aimed at co-creating more suitable multi-purpose tents was piloted in the Bidibidi refugee settlement in Yumbe district. Uganda is a large user of tents as a short-term solution to sustain education and child protection services in the humanitarian response, and will benefit from a more sustainable product that is better suited to the actual needs and context.

Uganda participated in the Gavi Alliance initiative on cold chain equipment optimization. UNICEF procured 391 solar refrigerators through this initiative, which were installed in health facilities throughout the country and contributed to supporting a more sustainable cold chain for the immunization programme. As part of UNICEF's strategic partnership with Uganda's private sector apex body, Private Sector Foundation Uganda, UNICEF continued to co-create the innovative financing Endowment Fund concept, which evolved into a blended finance facility concept to train young people to set up and manage early childhood development centres and

contribute to reducing multi-dimensional child poverty.

Twenty five champions in five companies (Capital FM, NBS TV, Deloitte, NTV, Africell) and one industry association (Federation for Uganda Employers) were supported to operationalize child rights business principles (CRBPs) in 2018. Capital FM and the Federation for Uganda Employers conducted detailed impact assessments of their internal business processes against the CRBP criteria, identifying areas of potential modification to better protect and promote child rights. UNICEF also engaged the Uganda Chamber of Mines and Petroleum in exploratory discussions around CRBPs and the innovative financing agenda.

UNICEF continued its strategic engagement with the National ICT Authority Uganda to support the transfer of UNICEF-supported ICT innovations to the Government and to leverage its authority with Uganda's ICT industry to negotiate significant reductions of SMS and URL rates. The public-private partnership negotiations are expected to yield up to 40 per cent reduction in rates by mid-2019.

Innovations

Innovative technology for development (T4D) initiatives focused on four key areas: evidence informed planning and management; service provider-client/community linkages; digital learning and internal resource management. Moving forward, UNICEF will continue to facilitate the technical handover of T4D innovations to the Government, addressing scale and sustainability issues.

UN working together

The UN country team, with strong UNICEF participation, engaged in shaping the UN reform agenda in Uganda. In 2018, the governance and accountability structure of the country team was simplified to pre-empt the UN reform implications. Heads of agencies and deputies took part in the SDG leadership lab training.

Within the UN Development Assistance Framework, UNICEF co-led the human capital development pillar, chaired the education and social protection outcome results groups and co-chaired the gender-based violence/violence against children outcome results group. UNICEF also contributed to six other outcome results groups.

In 2018, a midterm evaluation of the UN Development Assistance Framework 2016–2020 was conducted. As co-chair of the monitoring and evaluation working group, UNICEF played an active role in the review. UNICEF will continue to play an active role in implementing the recommendations that aim to strengthen the UN in Uganda.

UN agencies, including UNICEF, the World Health Organization and others, coordinated on delivering effective prevention activities for the Ebola prevention response. In 2018, UNICEF collaboration with the UN High Commissioner for Refugees was strengthened with the signing of a letter of understanding outlining responsibilities and joint areas of work and opportunities in the refugee response. Together with the Resident Coordinator's Office, UN Population Fund, UN Development Programme, UNWomen and UN High Commissioner for Refugees, UNICEF developed the Spotlight Initiative, which contributes to district systems strengthening for gender-based violence prevention and response and child protection. UNICEF and the World Food Programme secured substantial multi-year funding from the UK Department for

International Development (DFID) for joint nutrition programming in Karamoja. UNICEF and the World Food Programme developed a social protection programme with support from the Swedish Agency for International Development and Cooperation.

UNICEF also took the lead to convene, jointly with other UN agencies, its supplier base in the country, in a procurement seminar involving more than 300 suppliers. The event focused on increasing awareness of UN procurement, the role the private sector can play to support the SDGs UN Compact, and the expectations from UN vendors when it comes to ethics and protection against sexual violence and abuse.

Operational support

UNICEF built strong relationships with government assurance and oversight bodies including the Ministry of Finance, Planning and Economic Development and the State House Health Monitoring Unit. This helped to enhance accountability of government partners.

UNICEF fully complied with the UN harmonized approach to cash transfers (HACT) framework in working with partners. In 2018, UNICEF strengthened assurance activities, including enhanced monitoring of funded activities and on-site capacity building to enhance controls. Activities also included communication on combating fraud and corruption and the UNICEF whistleblower protection policy and timely follow-up of significant and high-risk findings. Funds were not transferred to partners with unresolved findings. UNICEF underwent an internal audit by the Office of Internal Audit and Investigations and the UK Department for International Development Due Diligence Review. Both ratings were medium level of risk.

Part 3: Lessons learned and constraints

UNICEF conducted a midterm review of its 2016–2020 country programme in 2018, to take stock of progress and experience, and to make mid-course corrections to be implemented over the 2019–2020 period. The midterm review concluded that UNICEF’s strategic approaches in Uganda have generally proven to be robust and effective. UNICEF’s promotion of a systems strengthening approach was well reflected in the design, workplans and budgets of all programmes; however, at district level there was still room for improvement when it came to systems strengthening. The review also concluded that the life cycle approach and gender mainstreaming were well adopted and integrated across the country programme. Sound progress was made in building resilience and preparedness to respond to climate-related shocks and stresses in Karamoja; disease outbreak preparedness and control capabilities were enhanced; and the integration of development and emergency assistance in refugee-hosting districts was operationalized, with positive results. Innovative technology for development (T4D) initiatives were up-scaled and UNICEF strengthened the integration and governance of T4D programming within its broader systems strengthening strategy.

The midterm review found that across all UNICEF programme areas, the constraints to progress were similar. These included increasing demands of a rapidly growing population and the impacts of refugee flows and climate change, all within a context of stagnant budget allocations and strained government capacities to plan and deliver essential social services.

In 2018, UNICEF Uganda identified seven lessons learned, which are summarized below.

1) The quality of the national system is one of the greatest challenges for UNICEF programme delivery. This requires sustained and intensified support to systems and institutional building, especially at district level. While Uganda has a strong policy framework, putting policies and plans into practice is challenging due to weak fiscal management/absorption capacity, inadequate capacities in social norm and behaviour change programming, unharmonized information management, complex coordination structures and low institutional capacity. Given that implementation happens at district level, there is a need to continue strengthening district systems in coordination, capacity building, planning, budgeting and information management.

An extensive analysis of child deprivation showed that at least 40 per cent of children with health, HIV, nutrition, and WASH deprivations lived in just 20 districts in the country. Based on those findings, to maximize impact on national level results, UNICEF re-oriented support to districts with the highest number of deprived children ('bulk' districts), along with a focus on districts with high rates of deprivation ('equity').

In 2018, UNICEF embarked on a new district planning exercise where all Tier 1 districts, which included high burden districts ('bulk'), as well as highly deprived ('equity') and refugee hosting districts, received support for district-level planning and budgeting. The support was aligned with the government budget cycle, to ensure adequate inputs for the FY2019/20. UNICEF was one of the few UN agencies already working directly with district authorities.

Several constraints were identified in education programming, including the resource gap for key functions such as collection and analysis of data. The last education statistics were published in 2016. Another challenge was in early childhood development service delivery, where the high demand for services is not reflected in the national budget. Given the political priority accorded to economic sectors in Uganda, a substantial increase in funding to education is unlikely. In this context, UNICEF is directing support toward improving efficiency in the use of available resources as well as exploring innovative shared value public-private partnerships.

System strengthening in support of the child protection agenda needs a focused and deliberate approach. While UNICEF support reached 90 districts during the first two years of the country programme, to date none of the districts have a fully functioning protection system in place. Different districts have prioritized different components of the system, depending on whether the interventions are addressing female genital mutilation/cutting, child marriage, refugee children, violence or birth registration. The shift in UNICEF programming for the next two years will be to model the child protection system in eight districts, ensuring all components of the system are in place and consistent across the eight districts, and that the system is addressing key issues such as violence, child marriage, female genital mutilation/cutting and children affected by emergencies. UNICEF will also focus on eight districts over the next two years to generate lessons on what a functioning birth registration system needs to look like.

2) Advocacy for public financing for children needs to be sustained and intensified. There is a need to advocate for a more balanced approach between social and productive investments while also working with government at all levels to make spending of the available resources more efficient. Specific challenges in public finance for children include the poor coordination between national planning and budgeting efforts, and the infrequent collection of disaggregated data for key indicators. UNICEF will continue to work closely with the Uganda Bureau of Statistics and other stakeholders to address those issues. The limited appreciation of the role social protection plays in national development results in low prioritization of funding for

child-sensitive social protection. UNICEF will continue to generate evidence and advocate for investments in social protection, while working to strengthen the national social protection system and the implementation of the National Social Protection Policy.

In the area of early childhood education, the political prioritization of primary and secondary education was a challenge. The growing recognition of the importance of early childhood development among technical experts and private sector leadership provides an opportunity for 2019. UNICEF will continue to support the Government in enhancing the coordination mechanisms at the central and district levels to implement the Integrated Early Childhood Development Service Delivery Framework. UNICEF's partnerships with faith-based organisations will continue to play a critical role in expanding early childhood development services to the children in marginalized communities in 2019.

3) UNICEF has strengthened the humanitarian development nexus but results are challenging to measure. As part of the midterm review, UNICEF conducted a rapid review of its refugee response between 2016 and 2018, to determine whether the country programme is fit for the purpose of humanitarian and development integration. The review found that the UNICEF refugee response in Uganda is a clear example of integration of humanitarian action and development, an approach that is promoted in the UNICEF Strategic Plan 2018–2021. The humanitarian response for children is delivered through traditional humanitarian activities and via development activities in refugee-hosting districts, notably in health, nutrition, WASH, child protection and education. Integration of humanitarian action and development remains difficult to measure through the current monitoring systems because the data is not disaggregated. The midterm review recommended to further strengthen UNICEF support for district-level planning, implementation, coordination and accountability processes that integrate refugee and host community needs, promote the accountability to affected populations approach to build community-local government linkages, and strengthen national and district-level capacities and systems to monitor and report humanitarian responses and to inform planning and local level decision-making. UNICEF strengthened its efforts in district planning in alignment with the Government budgeting cycle. This work will continue in 2019.

4) Integrated approaches to address behaviours and social norms need to be scaled-up. The midterm review identified room for improvement in communication for development (C4D) and recommended that an office-wide C4D approach be put in place. Four strategic shifts were identified to implement such an approach: results-based work planning, including budgeting; strengthening of government capacity for C4D; strengthening UNICEF C4D capacity; and, a stronger focus on evidence generation, especially related to monitoring and evaluation. In 2018, UNICEF introduced C4D Learning Labs for partners to strengthen C4D programming. C4D was also a key component of Ebola preparedness activities, which UNICEF co-led with the Ministry of Health. In 2019, UNICEF will prioritize six districts for convergence programming to enhance C4D results. UNICEF will help young people become stronger agents of change by improving their communication and social media skills through implementation of the National Multi-Sectoral C4D Strategy for Adolescent Girls.

5) Resource mobilization for the UNICEF country programme should be strengthened. UNICEF faced resource mobilization challenges, especially in the areas of education, early childhood development, child protection and humanitarian response. UNICEF needs to review the 2016–2020 Resource Mobilization Strategy, with specific recommendations for the underfunded programmes, explore other avenues for leveraging resources for children in Uganda, and further strengthen public-private partnerships to fund programmes for children

and adolescents. In addition to the initiative to establish a blended finance facility to reduce multi-dimensional child poverty and train youth to set up and manage early childhood development centres, private sector partnerships could be leveraged to provide pro-poor health services in urban areas, water supply maintenance and production of health commodities, among others.

6) Consensus and partnership building are important. UNICEF experience during 2018 confirmed that collaboration and strategic partnerships are fundamental to improving outcomes for children and women in Uganda. Partnerships in education helped to advance inclusive education, including the provision of assistive devices for children with disabilities. As a member of the Steering Committee established to implement the Education Response Plan for Refugees and Host Communities, UNICEF facilitated funding from Education Cannot Wait. UNICEF also chaired the UN Development Assistance Framework Working Group on Education.

The importance of building consensus among a wide array of partners to build a common government protection system was evident. While many partners are approaching government on key interventions, further efforts are needed to bring all key players on board. It is difficult for government to keep track of all the different interventions taking place within and across ministries if there is no broad consensus of what the protection system looks like and what roles the different partners should play to strengthen it. Given the limited government resources available for child protection, it is critical that support from development partners be utilized as efficiently and effectively as possible.

The relatively low level of public understanding of child rights and the capacity of key stakeholders involved in child rights and child rights monitoring need to be strengthened. UNICEF will intensify its work with partners such as the Uganda National NGO Forum to strengthen the capacity of civil society to engage more effectively on child rights governance.

A strategic partnership with the Inter-Religious Council of Uganda, Uganda's apex body for all faith-based organizations, proved important to accelerating behaviour and social norm change. Strategic partnerships with nine national media agencies were vital to raise awareness on key issues children experience, such as violence, as well as to drive public discussion and engagement for change. A partnership with Private Sector Foundation Uganda, Uganda's private sector apex body, was valuable in mobilizing the private sector's influence to invest in children and build Uganda's future human capital.

7) Programme effectiveness can be strengthened in a number of ways. Following an internal audit and the due diligence assessment conducted by UK DFID, which recommended strengthening harmonized approach to cash transfer processes, UNICEF conducted a business review. That process provided recommendations on further strengthening the documentation and tracking of direct cash transfers to counterparts.

Uganda continued to identify opportunities for innovations. Existing innovations such as FamilyConnect, Kupaa and Kolibri were prepared for scale-up. In 2018, UNICEF also focused on the internal governance of innovations, aiming to ensure that sustainability aspects were fully embedded in the innovations, with the intent of all innovations ultimately being handed over to government counterparts. One example of this was the integration of FamilyConnect with the Community Health Worker Registry.

The strategic shifts recommended by the UNICEF midterm review had staffing implications that were identified through office-wide skills mapping exercises. The resulting positions were filled in a timely manner. UNICEF also made significant efforts to facilitate staff well-being and team building through an all-staff retreat and continued to invest in making the office building more secure by strengthening security standard compliance.

The National (Health) Supply Chain Assessment exercise undertaken by the Ministry of Health in 2018 with support from the Global Fund and USAID, in which UNICEF participated, provided a valuable platform to coordinate the contributions from partners to supply chain strengthening. The assessment exercise provided technical assistance in specific supply chains where UNICEF played a prominent role (immunization, nutrition), and also set the basis for the development of a national supply chain strategy in 2019/2020. The focus during 2018 was on creating the framework for the nutrition supply chain integration, as well as ensuring that the gains in immunizations supply chain (effective vaccine management, cold chain, supply chain integration with National Medical Stores) were maintained. Significant efforts were made to increase advocacy and provide operational solutions to address supply financing issues, especially for traditional government-funded vaccines. Regular information sharing with other countries in the region that have initiated similar processes (Kenya and Malawi) was ongoing and regional or country visits were being considered as part of the integration pathway.

END/