



UWESO

Uganda Women's Efforts to Save Orphans

STRATEGIC PLAN (2016-2020).

"Consolidating Our Leadership in OVC Services"

March, 2017

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List of Abbreviations

ACRWC	African Charter on the Rights and Welfare of the Child
AIC	Aids Information Centre
ART	Ant-Retroviral Treatment
AYRH	Adolescent and Youth Reproductive Health
BEC	Branch Executive Committees
CBT	Community Based Trainers
CDO	Community Development Officers
CSOs	Civil Society Organizations
DEO	District Education Officer
EAC	East African Community
ECD	Early Childhood Development
EMCT	Elimination of Mother to Child Transmission
FGDs	Focus Group Discussions
GBV	Gender Based Violence
GOU	Government of Uganda
HCs	Health Centers
HCT	Health Care and Treatment
HIV/AIDS	Human Immunodeficiency Virus-acquired immunodeficiency syndrome
ICT	Information Communication Technology
IEC	Information and Education Communication
IGAs	Income Generating Activities
ILO	International Labour Organization
IT	Information Technology
JCRC	Joint Clinical Research Centre
JLOS	Justice Law and Order Sector
JMS	Joint Medical Stores
LGs	Local Governments
MCV	Masulita Children's Village
MDG	Millennium Development Goal
MoESTS	Ministry of Education, Science, Technology and Sports
MoGLSD	Ministry of Gender Labour and Social Development
MOH	Ministry of Health
MOU	Memorandum of Understanding
MUTI	Migyera UWESO Technical Institute

NCC	National Council for Children
NEC	National Executive Committee
NGO	Non-Governmental Organization
NSP	National Strategic Programme
OVC	Orphans and Vulnerable Children
PESTLE	Political, Economic, Social, Technical, Legal and Environment
PLWHA	People Living with HIV/AIDS
PMA	Programme for Modernization of Agriculture
PMA	Programme for modernization of Agriculture
PMTCT	Prevention of Mother to Child Transmission
PSI	Population Services International
PWDs	People with Disabilities
SBEC	Sub-county Branch Executive Committee
SDGs	Sustainable Development Goals
SDIP	Social Development Strategic Investment Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TASO	The AIDS Support Organizations
TNA	Training and Needs Assessment
TOTs	Training of Trainers
TSOs	Technical Support Organizations
TSOs	Technical Service Organizations
TSS	Technical Support Supervisions
UBOS	Uganda Bureau of Statistics
UCCs	Uganda Communication Commissions
UN	United Nations
UNCRC	United Nations Convention on the Rights of the Child
UNGASS	United Nations General Assembly Special Session
UNHS	Uganda National Health Strategy
UNHS	Uganda National Health Strategy
UNICEF	United Nations International Children's Emergency Fund
UNO	Uganda National Orphans
UNPAC	Uganda National Programme of Action for Children
UPE	Universal Primary Education
UWESO	Uganda Women's Efforts to Save Orphans
VHTs	Village Health Teams
VSLAs	Village Savings and Loans Associations

WASH Water, Sanitation and Hygiene

Foreword

On behalf of the Board, Management and Staff of Uganda Women's Effort to Save Orphans (UWESO) and my own behalf, I take this opportunity and pleasure to present to all our stakeholders UWESO 2016-2020 Strategic Plan. This new Strategic Plan was launched at UWESO General Assembly 2015 sitting on 6 November 2015 at UWESO Masulita Children's Village.

With UWESO Vision of contributing to a world where all Children live a full life, UWESO's programs for the next five years will be guided by the following themes;

1. Provide livelihood support for OVC households to overcome issues of vulnerability;
2. Increase access to protection and legal services for OVCs and their households;
3. Expand access to educational services for OVCs and their families;
4. Enhance access to essential health services for OVCs and their households; and,
5. Strengthen UWESO governance structures and Provision of Technical Support Services

This new Strategic Plan was preceded by Evaluation of UWESO 2011-2015 Strategic Plan and among others informed the design of this new Strategic Plan. Rolling out the Strategic Plan starting 2016 coincides with celebration of UWESO's 30 years of existence, what a journey, a blessed travel of travel impacting on lives of children. Our Alumni and foundation team are now people of influence and continue to fly high the UWESO flag in our country and beyond.

On behalf of UWESO family, I would like to appreciate all our partners who have made it possible for us to serve vulnerable children and their households namely Government of Uganda, Development Partners, CSOs and other service providers.

I therefore call upon UWESO fraternity and all our partners to make use of UWESO 2016-2020 Strategic Plan to promote the plight of Vulnerable Children and their Households in this country.

Mabel Kiggundu

Chairperson,
National Executive Committee (NEC)
Uganda Women's Effort to Save Orphans (UWESO)

Executive Summary

This Strategic Plan is a blue print of UWESO's priority actions to be implemented during the medium term covering Financial Year 2015/16 – 2019/20. It provides the framework for UWESO to maintain the focus on its broad Vision that inspires its existence and enduring efforts in the context of the dynamic macro-economic landscape.

Institutional Background

The Uganda Women's Effort to Save Orphans (UWESO) is a Non-Governmental Organization (NGO), founded in 1986. It was established to respond to the needs of the children that were orphaned by the civil strife of the early 1980s and HIV/AIDS pandemic.

During the last 29 years of its existence, UWESO has considerably evolved into a broad based child rights organization, addressing the needs of OVC nationally—through identifying interventions that are strategic to the alleviation of their plight and partnering with relevant governmental and Civil Society Organizations to implement these interventions.

UWESO programs have evolved and diversified over this period to include: grassroots interventions spearheaded by women members in UWESO; structured district-based interventions in partnership with donors and governments and national and global level advocacy initiatives in coalitions with other child-focused and women's support organizations. Since 2007, UWESO has added on the role of technical support to local governments and Civil Society Organizations (CSOs) in strengthening and scaling up OVC services.

UWESO Service Delivery Model and Structures

UWESO is a national NGO, with head offices at its fully owned office block in Kampala and 6 operational regional offices spread across the country that sustain the national programmes run in 45 districts. In addition to these mainstream operations, UWESO has semi-autonomous units focused on distinct elements within the broad organizational vision and mission and they include: an integrated vocational training and secondary school education institute in Nakasongola district; a community-based child protection and development centre in Wakiso district; a microfinance institution with headquarters in Kampala and a Technical Services Unit currently supporting 80 Districts and 10 TSOs across the country. The seeding and nurturing of such independent and self-sustaining units is integral to the ultimate vision of UWESO for Ugandan civil society.

The Strategic Plan 2015/16 – 2019/20

The development of the Strategic Plan 2015/16 – 2019/20 has been guided by UWESO's Vision of a **"Society where all children live a full life"**. The Mission to be pursued for the medium term is to **promote the survival, development, participation and protection of Orphans and other vulnerable children (OVC) in Uganda**. This Vision will be accomplished through a holistic package of interventions to be undertaken to empower communities to meet the social, moral and economic needs of OVC in a sustainable manner. Two goals are to be pursued in the next 5 years;

- Goal 1: Improve social, health and livelihoods impact of Orphans and Vulnerable Children
- Goal 2: Achieve institutional excellence for OVC services delivery, management and advisory.

Process Adopted To Develop This Strategic Plan

The development of the Strategic Plan has been guided by the following;

- (i) A situational analysis of the national macro-economic framework in general and the social development sub-sector in particular and UWESO's internal organization assessment and;
- (ii) Consultative and participatory process involving a sample of regional and policy level stakeholders, Management and a selected sample of external stakeholders, whose views about OVC in general and UWESO in particular have informed the strategic plan development process. The four key phases that constituted the processes included the following;

In executing this assignment, a participatory process was adopted and it involved the following;

- (i) Preparation of the Strategic Plan Development Agenda;
- (ii) Development of tools/instruments for collection, compilation and analysis of information and data based on issues and concerns of interest identified above;
- (iii) Situational Analysis: this involved review of existing literature, seeking views and perceptions of stakeholders consulted through meetings and workshop, as primary sources of information and data.
- (iv) Data collected was compiled, analyzed and interpreted to inform findings, draw conclusions and come up with recommendations to inform development of the new strategic plan 2015/16 -2019-20

Guiding Principles

In articulating the new strategic plan, the following guiding principles were taken into consideration:

1. Drawing guidance from the mandate of UWESO as spelt out in the Constitution;
2. Flexibility of the plan to enable picking lessons and best practices of the past, including OVC service delivery best practices; build on current successes, while initiating new lines of action;
3. Formulation of actions and implementation approaches for implementing UWESO's mission in a manner that is institutionally, structurally and financially sustainable.
4. Strengthening the service delivery institutional capacity of UWESO to exhibit a stronger, more proactive and visible OVC interventions with lasting sustainable impacts.
5. Linking available resource opportunities in the sub-sector with UWESO's Vision and Mission to foster delivery of OVC services.
6. Mainstreaming stakeholder all-inclusiveness in the planning, implementation and monitoring of the Strategic Plan.

Basing on the outcome from the above processes, UWESO commits to focus on achieving 5goals to fulfill its mandate and its mission in the medium term. These goals shall be realized through implementation of 4 programme components as outlined in Table I below:

Table 1: Strategic Plan 2015/16 – 2019/20 Goals, Programmes and Outcomes Matrix

Goal		Programme Component	Expected Outcomes
1	Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability.	Building Sustainable Livelihoods	70% of OVC and their households are food secure
			Strengthened economic security of 70% of OVC and their households that meet their short and long term economics needs through sustainable livelihood
2	Increase access to protection and legal services for 750,000 orphans and other vulnerable children, their caregivers and families/households	Child Protection and Education	Increased access to protection and legal services for 70% of orphans and other vulnerable children, their caregivers and families/households
3	Expand access to educational services for 750,000 orphans and other vulnerable children and families/households		Increased enrolments and retention of 70% of OVCs of schooling going age to attain quality education within primary, secondary and vocational education cycles
4	Enhance access to essential health services for 750,000 orphans and other vulnerable children, care givers and their households	Improving Community Health	Increase access to and utilization of preventive and curable health services for 40% of the OVC and their households
			Increase access to and utilization of safe water safe water, sanitation facilities and secure shelter by 40% of orphans and other vulnerable children at households, community and intuitions levels
5	Strengthen Uganda Women's Effort to Save Orphans	Institutional Development	Effective Uganda Women's Effort to Save Orphans governance structures and other institutional mechanisms in place at national and sub national levels that provide supportive environment to deliver, coordinate and monitor provision of quality services and programmes for OVC

Under each of the above proposed programs a description of the programme goals, the target group, rationale, objectives, strategies, main outputs, target location and partnership arrangements are outlined.

Environmental/Situation Analysis

Children's rights are enshrined in the UN Convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child (ACRWC), to which Uganda is a signatory, and are also recognized in the Constitution of Uganda and the Children Act.

Children's Rights are categorized into four; **survival rights** which guard the welfare of children through their life cycle from birth to adulthood; **education and other developmental rights** to empower children grow and live a meaningful life in society; **protection rights** that ensure that children are safeguarded against all forms of abuse, neglect and exploitation in all life circumstances they may be in and **participation rights** - encompass children's freedom to express opinions, to have a say in matters affecting their own lives, to join associations, and to assemble peacefully. In addition there are cross-cutting issues of inequality and gender that blend with these to give a holistic context of the potential for policies, programmes and practices to yield positive change in children's lives in the short, medium and long term. The four key dimensions include core elements of the UNCRC, including rights areas concerning nutrition, health, water, sanitation, shelter, education and information. Child poverty is also addressed as a cross-cutting issue, and one that relies on interdependent rights

fulfillment. Deprivation of any of these rights can be seen to be a form of child poverty (MoGLSD et al., 2014).

A review of the current status of children's rights in Uganda reveals that 55% of children under the age of five years are deprived of two or more of their rights (MoGLSD et al., 2014). Child survival has improved but under-nutrition persists, stunting is at 33% often ignored by duty-bearers within their families and communities, and at all levels of government. The foregoing situation renders UWESO as a child rights organization very relevant in addressing the plight of such deprived children.

Three dimensions need to be addressed in order to improve child wellbeing in Uganda:

(i) The core rights and sector dimensions mentioned above; (ii) cohort dimensions (early child development (ECD), adolescent girls and other vulnerable groups); and systems-level aspects (child-sensitive social protection, child protection systems strengthening and child-friendly governance).

An analysis of factors that enhance children's vulnerability showed the following in descending order:

- (i) Diseases
- (ii) Not going to school or not finishing school.
- (iii) Not able to dress properly
- (iv) Child neglect or isolation and;
- (v) Poverty or low incomes.

Government Policy and Efforts to Address the Needs of Vulnerable Children

- (a) Government of Uganda has crafted a Uganda National Orphans and other Vulnerable Children Policy.
- (b) The Constitution of the Republic of Uganda (1995) and the Children's Act (2003) have provisions that define Government commitments to the welfare of children through adoption and implementation of both national and international policy and legal instruments that concern children.
- (c) The Constitution of Uganda has specific provisions with respect to the rights of children to know and to be cared for by their parents or guardians, access medical treatment, and be protected from all forms of exploitation and abuse.
- (d) The other enabling legislation for OVCs is:
 - (i) The Uganda National Programme of Action for Children (UNPAC),
 - (ii) The National Health Policy
 - (iii) The Universal Primary Education Programme,
 - (iv) The National Population Policy,
 - (v) The National Youth Policy
 - (vi) The National Gender Policy,
 - (vii) The Basic Education Policy for Disadvantaged Groups,
 - (viii) The Anti-Retroviral Treatment Policy for Uganda,
 - (ix) The Policy for Reduction of the Mother-to-Child HIV Transmission; and.
 - (x) The Programme for Modernization of Agriculture (PMA).
 - (xi) Uganda National Council for Children Act 1996.
 - (xii) Anti-trafficking in Persons Act, 2008

All these policies and programs impact positively on the welfare of the OVC who are the target of UWESO.

The International Legal Framework

In addition to the local enabling OVC policy, Uganda has also ratified some international conventions that include:

- United Nations Convention on the Rights of the Child (1990),
- The Organization of African Unity Charter on the Rights and Welfare of the Child (1990);
- The Convention on the Elimination of All Forms of Discrimination Against Women (1979); and
- The ILO Convention No.138 on the Minimum Age for Admission to Employment (1973) and the ILO Convention No.182 on the Prohibition of the Worst Forms of Child Labour (1999).

Uganda is also party to other international instruments regarding orphans and other vulnerable children. These include the Declaration of Commitment on HIV/AIDS, UNGASS on HIV/AIDS (2001), a World Fit for Children Declaration (2001), the Millennium Development Goals (2000).

Uganda National Strategic Plan for OVC

In addition, Uganda under the auspices of the Ministry of Gender, Labour and Social Development has in place a National Strategic Programme Plan Of Interventions For Orphans And Other Vulnerable Children being implemented over a 5 year period running from 2011/12—2015/16.

The strategic plan provides a framework for the enjoyment of rights and fulfillment of responsibilities of the orphans and other vulnerable children”. The NSP for OVC articulates 4 strategic objectives that are highlighted below:

Strategic Objectives		Expected Outcomes
1	Strengthen the capacity of families, caregivers and other service providers to protect and care for orphans and other vulnerable children	Improved economic security for orphans and other vulnerable children, their caregivers and families/households
2	Expand the provision of essential services for orphans and other vulnerable children, their caregivers and families/households	Improved access to and utilization of essential services for orphans and other vulnerable children, their caregivers and families/households
3	Increase access to protection and legal services for orphans and other vulnerable children, their caregivers and families/households	Improved child protection and access to justice for orphans and other vulnerable children, their caregivers and families/households
4	Strengthen the institutional, policy, legal and other mechanisms that provide supportive environment for a coordinated OVC response	An effective policy, legal and other institutional mechanisms that delivers a coordinated OVC Response

The UWESO strategic plan has been developed within the framework of this national OVC strategy and the interventions provided in the plan are expected to contribute to the expected strategies and outcomes of this national level OVC strategic plan.

Uganda has an Integrated Child Protection System, which has adopted a holistic programming approach to protect all children; it is building stronger linkages between sectors (social welfare, education,





health, and justice), and stronger linkages between levels (national, sub-national and local). A robust legal framework has been put in place.

There is a general consensus in Uganda that the major challenges in improving national capacity to realise children's rights to survival, education and development, protection and participation lie not so much in the policy framework itself but rather in more effective implementation of supportive laws and policies and greater monitoring and enforcement capacity. In light of this, realizing UWESO's key objective of strengthening the institutional, policy, legal and other mechanisms that provide supportive environment for a coordinated OVC response will call for concerted advocacy efforts to ensure that the following recommendations are adopted to fill Establish and fully implement an integrated Early Childhood Development (ECD) policy framework:

1. Prioritize child sensitive social protection policies and programmes:
2. Strengthen public finance for children: This involves increasing the visibility
3. Mainstreaming of investments in children into fiscal policy through a transparent and participatory budgetary processes
4. Institutionalize child indicators in national statistics, surveys, and policy documents such as the National Development Plan:
5. Develop a National Child Participation Strategy the gaps in the enabling environment.

A PESTLE and SWOT analyses were carried out and have informed proposed strategies within this Strategic plan. In addition, a stakeholder expectations and aspirations analysis was also carried out and has also informed strategies developed to contribute to the fulfillment of UWESO's Mission.

Priority Areas and Actions for the New Strategic Plan 2015/16 – 2019/20

Core Program area	Expected Outcomes
Strategic Objectives 1: Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability	
Building Sustainable Livelihoods	 70% of OVC and their households are food secure
	 Strengthened economic security of OVC and their households that meet their short and long term economics needs through sustainable livelihood
Strategic Objectives 2: Increase access to protection and legal services for orphans and other vulnerable children, their caregivers and families/households	
Strategic Objectives 3: Expand access to educational services for orphans and other vulnerable children and families/households	
Child Protection and Education	Increased access to protection and legal services for orphans and other vulnerable children, their caregivers and families/households
Child Protection and Education	Increase enrolments and retention of OVC of schooling going age to attain quality education within primary, secondary and vocational education cycles
Strategic Objectives 4: Enhance access to essential health services for orphans and other vulnerable children, care givers and their households	
Improving Community Health	 Increase access to and utilization of preventive and curable health services for OVC and their households
	 Increase access to and utilization of safe water safe water, sanitation facilities and secure shelter by orphans and other vulnerable children at households, community and intuitions levels
Strategic Objectives 5: Strengthen Uganda Women's Effort to Save Orphans governance structures and Provision of Technical Support Services that provide supportive environment for a coordinated OVC response	

Core Program area	Expected Outcomes
<i>Institutional Development</i>	<i>Effective Uganda Women's Effort to Save Orphans governance structures and other institutional mechanisms in place at national and sub national levels that provide supportive environment to deliver, coordinate and monitor provision of quality services and programmes for OVC</i>

A monitoring and Evaluation plan is integrated in this Strategic plan highlighting hierarchy of objectives, performance indicators, learning agenda and the responsible party to execute the work as well as the time frame within which this shall be done. All identified programs contribute towards “improving on the welfare of OVC household to facilitate a holistic development of children”.

Leadership, Coordination and Implementation Arrangements have been articulated as well as implementation roles and responsibilities.

Implementation Roles and Responsibilities

1. The Board of Directors of UWESO shall approve the strategic plan, participate actively in resource mobilisation and oversee the implementation of the plan. It shall also give strategic direction by approving policies, procedures and resources for the implementation of Plan.
2. The Chief Executive Officer shall be accountable to the Board of Directors, for the implementation of the Strategic Plan.
3. The key functions of UWESO, headed by the respective Heads of Departments shall extract the priority strategies from the strategic plan and use them to develop detailed work plans to be implemented under their leadership. The work plans will ultimately cascade to section/unit and individual level work plans/work schedules along the service delivery chain of the structure respectively for the systematic implementation of the strategic plan.
4. For activities whose implementation requires goods and services which have to be out-sourced, the goods and services shall be procured by the Contracts Committee or its delegated authority and the coordination of the utilisation of the goods or services done by the user departments.
5. Task teams may also be formed to address one-off activities of a strategic nature, which call for participatory action.

A budget to finance this plan is provided as Appendix 3 to this Strategic Plan.

I.0 Introduction

I.1 Strategic Plan Background

This Strategic Plan is a blue print of UWESO's priority actions to be implemented during the medium term covering Financial Year 2015/16 – 2019/20. It will provide the framework for UWESO to maintain the focus on its broad Vision that inspires its existence and enduring efforts in the context of the dynamic macro-economic landscape in general and the emerging **Government Policy developments and efforts to address the needs of vulnerable children** in particular. The Strategic Plan also defines in specific terms, the priority actions to be implemented to realise UWESO's mission during the medium term. Two goals are to be pursued in the next 5 years; Goal 1: Improve social, health and livelihoods impact of Orphans and Vulnerable Children; and Goal 2: Achieve institutional excellence for OVC services delivery, management and advisory.

I.2 UWESO Institutional Background

The Uganda Women's Effort to Save Orphans (UWESO) is a Non-Governmental Organization (NGO), founded in 1986. The NGO was established to respond to the needs of the children that were orphaned by the civil strife of the early 1980s and HIV/AIDS pandemic. It is registered with Uganda National NGO Board (Reg. Number S. 5914/679).

During the last 29 years of its existence, the organization has considerably evolved into a broad based child rights organization, addressing the needs of OVC nationally—through identifying interventions that are strategic to the alleviation of their plight and partnering with relevant governmental and civil society agencies to implement these interventions. The programs of UWESO have evolved and diversified over this period to include: grassroots interventions spearheaded by women members in UWESO; structured district-based interventions in partnership with donors and governments and national and global level advocacy initiatives in coalitions with other child-focused and women's support organizations. Since 2007, UWESO has added on the role of technical support to local governments and Civil Society Organizations (CSOs) in strengthening and scaling up OVC services.

I.3 UWESO Service Delivery Model and Structures

UWESO is a national NGO, with head offices at its fully owned office block in Kampala and 6 operational regional offices spread across the country that sustain the national programmes run in 45 districts. During the implementation of the expire Strategic Plan 2010/11 – 2015/15 UWESO's regional offices have had operational autonomy, supported by and accountable to the national head office. In addition to these mainstream operations, UWESO has been having semi-autonomous units focused on distinct elements within the broad organizational vision and mission. These include; an integrated vocational training and secondary school education institute in Nakasongola district; a community-based child protection and development centre in Wakiso district; a microfinance institution with headquarters in Kampala and a Technical Services Unit currently supporting 80 Districts and 10 TSOs across the country. The seeding

and nurturing of such independent and self-sustaining units is integral to the ultimate vision of UWESO for Ugandan civil society.

I.4 The Strategic Plan 2015/16 – 2019/20

The Strategic Plan 2015/16 – 2019/20 will be guided by UWESO's Vision of a **“Society where all children live a full life”**. The Mission to be pursued for the medium term is to **promote the survival, development, participation and protection of Orphans and other vulnerable children (OVC) in Uganda**. This Vision will be accomplished through a holistic package of interventions to be undertaken to empower communities to meet the social, moral and economic needs of OVC in a sustainable manner.

I.5 The Strategic Plan Preparation Process Adopted

The development of the Strategic Plan has been guided by; (i) a situational analysis of the national macro-economic framework in general and the social development sub-sector in particular and UWESO's internal organization assessment and (ii) consultative and participatory process involving a sample of regional and policy level stakeholders, Management and a selected sample of external stakeholders, whose views about OVC in general and UWESO in particular have informed the strategic plan development process. The Strategic Plan 2015/16 – 2019/20 is therefore a continuum reflective of UWESO's mandate as provided by its constitution, the social development sub-sector policies, strategies and activities and stakeholders' expectations, aspirations and priorities.

The four key phases that constituted the processes included the following;

Phase I - Preparation of the Strategic Plan Development Agenda: This involved sizing up issues and concerns of interest on which information and data was subsequently collected, compiled and analyzed both from review of literature and consultation with stakeholders.

Phase 2 - Development of tools/instruments for collection, compilation and analysis of information and data based on issues and concerns of interest identified in (I) above.

Phase 3 – Situational Analysis: This included (i) a Review of both the external environment of UWESO which included both the macro-economic framework in general and the social development sub-sector/children policy framework in particular; and (ii) an internal institutional SWOT analysis and stakeholder expectations and aspirations analysis of UWESO.

This was accomplished through various means; (i) review of literature and (ii) seeking views and perceptions of stakeholders consulted through meetings and workshop, as primary sources of information and data.

Phase 4 - Compilation, analysis and interpretation of relevant information and data: The findings, conclusions drawn and recommendations made both with respect to the evaluation of the expired Strategic Plan 2010/11 – 2019/20 and the medium term actions for

the new Strategic Plan 2015/16 – 2019/20 arising from Phases 1 – 3 above were compiled into this Strategic Plan.

1.6 Guiding Principles

7. Drawing guidance from the mandate of UWESO as spelt out in the Constitution;
8. Flexibility of the plan to enable picking lessons and best practices of the past, including OVC service delivery best practices; build on current successes, while initiating new lines of action;
9. Formulation of actions and implementation approaches for implementing UWESO's mission in a manner that is institutionally, structurally and financially sustainable.
10. Strengthening the service delivery institutional capacity of UWESO to exhibit a stronger, more proactive and visible OVC interventions with lasting sustainable impacts.
11. Linking available resource opportunities in the sub-sector with UWESO's Vision and Mission to foster delivery of OVC services.
12. Mainstreaming stakeholder all-inclusiveness in the planning, implementation and monitoring of the Strategic Plan.

1.7 Layout of the Strategic Plan 2015/16 – 2019/20

Chapter 1 presents the background of Uganda Women Efforts to Save Orphans (UWESO), including its institutional objectives as provided in the Constitution. It also explains the purpose of the Strategic Plan and the process adopted for the preparation of the plan.

Chapter 2 presents an environmental/external situational analysis. Under this chapter, an overview of the Situation of Vulnerable Children in Uganda and Government policy and efforts to address the needs of vulnerable children are documented. In addition, the efforts of Civil Society and local communities to address the circumstances affecting vulnerable children are also reviewed.

An analysis of contemporary organizational approaches to provide OVC services, a PESTLE analysis and stakeholders stakeholder expectations and aspirations analysis are also presented as part of this Chapter. The Chapter concludes with an outline of external situational analysis emerging issues adopted to inform the Strategic Plan development process.

Chapter 3 presents an internal situational analysis of UWESO. The UWESO Strategic Plan 2011/12 – 2015/16 performance review is provided followed by an analysis of the institution’s mandate provided in the Constitution and an analysis and review of the existing implementation structures. An institutional SWOT is also documented. The chapter concludes with an outline of internal situational analysis emerging issues which have been adopted to inform the Strategic Plan development process.

Chapter 4 provides a concise analysis of emerging issues and development arising from Chapters 2 and 3 and presents strategic choices considered in the context of UWESO’s generic service delivery model and provides an extrapolation of the medium term priorities – programmatic Visions for the Future that constitute the building stones for the medium strategic direction of UWESO for the period FY 2015/16 – 2019/20.

Chapter 5 presents the medium term strategic direction, which outlines the Vision, Mission, Core Values, Goals, Strategic Objectives and Framework, and Strategic Programmes for implementation. The Strategic Objectives and Framework provide details of the strategic objectives to be pursued, the strategies to be implemented, the expected outcomes from the strategies and the activities to be undertaken to deliver outputs that will collectively influence the outcomes. .

Chapter 6 presents the strategic programmes descriptions. It describes the 4 programmes to be implemented by UWESO, clustered into 8 component areas.

Under each of these programmes, a description of the programme goals, the target group, rationale, objectives, strategies, main outputs, target location and partnership arrangements are outlined.

Chapter 7 presents the monitoring and evaluation arrangements. This outlines the objectives of the monitoring and evaluation framework and underlying assumptions and also presents the Monitoring and Evaluation matrix.

Chapter 8 presents institutional development issues that need to be addressed to ensure effective implementation of the Strategic Plan. Under this chapter, the institutional development rationale and objectives and institutional development programme are outlined.

Chapter 9 provides the financial plan and budget indications necessary for implementation of the Strategic Plan. The guiding principles underlying the Strategic Plan revenue and cost estimation, the costing and financial resource estimation assumptions adopted and the strategic financial resource indicative budgets are provided as part of this chapter,

Chapter 10, the last chapter presents the concluding remarks and other issues and concerns to be addressed during the implementation of the Strategic Plan.

2.0 Environmental/External Situational Analysis

2.1 Overview of the Situation of Vulnerable Children in Uganda

Children's rights are enshrined in the UN Convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child (ACRWC), to which Uganda is a signatory, and are also recognized in the Constitution of Uganda and the Children Act.

Children's Rights are categorized into four; **survival rights** which guard the welfare of children through their life cycle from birth to adulthood; **education and other developmental rights** to empower children grow and live a meaningful life in society; **protection rights** that ensure children are safeguarded against all forms of abuse, neglect and exploitation in all life circumstances they may be in and **participation rights** - encompass children's freedom to express opinions, to have a say in matters affecting their own lives, to join associations, and to assemble peacefully. In addition there are cross-cutting issues of inequality and gender that blend with these to give a holistic context of the potential for policies, programmes and practices to yield positive change in children's lives in the short, medium and long term. The four key dimensions include core elements of the UNCRC, including rights areas concerning nutrition, health, water, sanitation, shelter, education and information. Child poverty is also addressed as a cross-cutting issue, and one that relies on interdependent rights fulfillment. Deprivation of any of these rights can be seen to be a form of child poverty (MoGLSD et al., 2014).

A review of the current status of children's rights in Uganda reveals that 55% of children under the age of five years are deprived of two or more of their rights (MoGLSD et al., 2014). Child survival has improved but under-nutrition persists, stunting is at 33% often ignored by duty-bearers within their families and communities, and at all levels of government.

Three dimensions need to be addressed in order to improve child wellbeing in Uganda: (i) the core rights and sector dimensions mentioned above; (ii) cohort dimensions (early childhood development (ECD), adolescent girls and other vulnerable groups); and systems-level aspects (child-sensitive social protection, child protection systems strengthening and child-friendly governance).

Children's Right To Survival

Uganda ranks among the top 10 countries in the world for high maternal, newborn and child mortality rates, HIV and Aids is now the second leading cause of death among adolescents, accounting for 300 deaths a day (UNAids, 2014). Malaria, diarrhoea, pneumonia and infections like HIV account for 70% of under-five deaths (MoH, 2013b).

Some of the biggest gaps in health service provision include insufficient and Un-motivated health workers, inadequate health financing, frequent stock-outs of drugs, and weak institutional and community systems to address implementation bottlenecks.

Households bear most of the costs for health care, with household expenditure constituting 43%, donors 34% and government 23% (MoH, 2013a).

An emerging concern centres around children with disabilities, whose condition is often the result of ante-and neo-natal complications related to capacity constraints in the delivery of basic health services

Although the under-five mortality rate has fallen over the past two decades (from 137 per 1,000 live births to 90) (UBOS and Macro International, 2007 and UBOS and ICF International, 2012), it did not decline fast enough to meet the country's Millennium Development Goal (MDG) target of 56 per 1,000 live births by the end of 2015 for children under five.

Approximately half of pregnant women have access to good-quality antenatal care services and only 57% of babies are delivered in a health facility (UBOS and ICF International, 2012).

Children's Right to Education And Other Developmental Rights

Uganda has made progress in extending primary schooling since Universal Primary Education was introduced in 1997. However, dropout rates remain high. There has been improvement in early childhood development policies at national level. However, implementation and coordination remain as key challenges. Provision of education continues to be disrupted by conflict and disasters (natural and man-made) and wide-spread violence in schools, contributing to high dropout rates and poor performance.

Children's Right to Protection

There are 17.1 million children below 18 years (over 56% of the population); 11.3% of these are orphans, 8% of children are critically vulnerable, while 43% are moderately vulnerable (MoGLSD, 2011 and UBOS, 2014a).

As of 2014, only 60% of children aged 0–4 years have birth registration papers (UNICEF Uganda, 2015). Nearly half (49%) of women aged 20–49 years were married before the age of 18 years and 15% by the age of 15 years (UBOS and ICF international, 2012). The amount of time juveniles spend in detention before sentencing has decreased from five to three months on average, while the number of juvenile offenders rehabilitated after release has increased.

Children's Right To Participation

Realising children's **right to participation** in matters and decisions that affect their lives is still a long way. General attitudes are not conducive to children expressing their views; children and young people are not deemed capable of contributing to discussions and decisions; and their needs and demands are often ignored by duty-bearers within their families and communities, and at all levels of government.

The 2008 National Child Participation Guide provides guidelines on participation but does not define actions or goals. Existing participation initiatives have had limited reach. In particular, children's and youth participation initiatives tend to be related to specific programmes funded and run by international and local NGOs.

There is a concern that many participatory initiatives do not reach the most disadvantaged or excluded children and, as such, can potentially contribute to further social exclusion.

There are no institutionalized mechanisms for child participation and for ensuring that children's views are considered in decision-making at national and lower levels. Where participatory initiatives have been carried out by national or international NGOs, the benefits of enabling children's views to be

heard have been significant, as in the case of strengthening protection mechanisms for children in refugee camps.

There is a general consensus in Uganda that the major challenges in improving national capacity to realise children's rights to survival, education and development, protection and participation lie not so much in the policy framework itself but rather in more effective implementation of supportive laws and policies and greater monitoring and enforcement capacity.

Table 2: Analysis of Child Related Problems in The Community Context

Prioritized problems	Related Root Causes	Groups Most Affected	Related assumptions.
Diseases	<ul style="list-style-type: none"> Poor sanitation Poor/insufficient food Unprotected water sources Limited access to health services Low incomes Long distances to water sources Large families Lack of nutrition demonstration centers Lack of parental care Poor sanitation Poor/unproductive soils 	<ul style="list-style-type: none"> Under-fives whose parents cannot access quality medical services Children from poor families whose parents cannot afford basic necessities Orphaned children, Children infected with or living with HIV/AIDS 	<ul style="list-style-type: none"> These Children are Vulnerable to common diseases like malaria, measles, common cold, and malnutrition Orphaned children are deprived of proper / adequate nutrition PLWHAs, women of reproductive age are also vulnerable to opportunistic infections and excluded due to stigmatization These children are deprived of proper feeding, and the right to good health and life. They are vulnerable to dying at an early age
Children not going to school / Not finishing school	<ul style="list-style-type: none"> Unsupportive learning environment Low incomes Death of parents Moral decay Early marriages No counseling services Lack of savings culture among the community members Low Esteem Illiteracy of parents The parents and children do not see the benefits of education. Lack of role models/mentors Negative community influence/cultural e.g. circumcision, drinking Lack of motivation/reward for achievements in class Poor or lack of relationship between teachers and parents 	<ul style="list-style-type: none"> Children and Youth of 14 -20 years who dropout due to peer pressure. Children whose age is far above that of their classmates School aged children who have lost their parents, and those from very needy families who cannot afford school uniforms and other necessities Girls who conceive at an early age/young mothers (from 12 years) Children 0-8 years Slow learners 	<ul style="list-style-type: none"> These children are vulnerable to early marriages and child labour, sexual exploitation, child neglect and child trafficking, deprived of participation in education activities and opportunity to develop skills for survival, and excluded from community developmental activities that children of their age who are still in school participate in.
Not able to dress appropriately	<ul style="list-style-type: none"> Orphaned /Death of parents Negligence Large families Poor parental care Poor Leadership HIV/AIDS Low incomes and lack of IGAs Poor sanitation 	<ul style="list-style-type: none"> Children from very poor families, whose parents cannot afford basic necessities, orphaned and neglected children, and children from polygamous families. HIV Infected and affected All categories of PWDS 	<ul style="list-style-type: none"> These children are vulnerable to child labour and exploitation, they are most likely to drop out of school or not to go to school (deprived of school), and are likely to be forced out of school due to poor personal hygiene (excluded from school)

Prioritized problems	Related Root Causes	Groups Most Affected	Related assumptions
Child neglect/ isolation	<ul style="list-style-type: none"> • Broken families • Lack of IGAs • Death of parents • Lack of food • Poor parental care • HIV/AIDS • Disability • Poor access to health services • Harmful cultural practices 	<ul style="list-style-type: none"> • Children who have lost both parents, children with disabilities, children with HIV/AIDS and those affected by HIV/AIDS. • Orphaned children living with relatives • Children from very poor families who lack the basic necessities 	<ul style="list-style-type: none"> • These children are socially excluded. They can not mix freely with other children. They are excluded from participation in their age appropriate activities, and are likely not to achieve their full potential. They are vulnerable to all forms of exploitation, stigmatization, and social rejection and deprived of the opportunity to develop their potentials.
Poverty/Low Income	<ul style="list-style-type: none"> • No market for produce • Climate changes (floods and drought) • Poor saving culture • Lack of farm supplies (limited inputs) • Poor farming technologies • Rapid population growth vs supplies • School drop • Illiteracy • Lack/inadequate land • Fake products/seeds on market – hence no yields • Old age • Ignorance • HIV/AIDS • Malaria • Disease in livestock • Dependency of subsistence farming or no other business ventures • Time management • Drinking • Lack of skills • Polygamy • Having many children • Laziness • Domestic violence • Alcohol 	<ul style="list-style-type: none"> • Children who have lost both parents, • children with disabilities, children with HIV/AIDS and those affected by HIV/AIDS. • Orphaned children living with relatives • Children from very poor families who lack the basic necessities • General OVC house holds 	<ul style="list-style-type: none"> • Migration • High school drop out • Domestic violence • Poor shelter • Poor feeding • Divorce • Death • High crime rates like robbery • High rate of diseases like ulcers, HIV/AIDS, high blood pressure • Famine • Prostitution

The above issues were identified during the first SP cycle under review 2011-2015 and the recently concluded SP review process still highlighted the fact that these problems are still available in all the communities to which UWESO Programme intends to make a contribution towards their reversal. Revisit of the child related problems highlighted the fact that in addition to the original root causes that had not been fully addressed; some new root causes were identified, calling for new intervention strategies to respond to the underlying causes of child problems.

Diseases:

Majority of the children in the select were identified as being sickly and this was further revealed in the just concluded SP (2011-2015) review that highlighted the problem still manifests among children due to poor nutrition and HIV. It was explained that children in these communities are pale-looking, not vibrant and playful, and they often miss school because of feeling unwell. Most times, they have skin rash and thin brown hair. Their immunity is low, making them vulnerable to frequent attacks of malaria

and viral infections. They have fine brownish hair, skin diseases like ring worms, rashes and jiggers. They are always smaller in size than their age-mates. This is also coupled with the distances from the communities to the next health facilities. A case in this exercise is the community of Ature village in Anyara Sub County where the community has to travel for seven kilometers to access a health facility.

Children Not Going To School:

It was observed that despite the presence of the UPE program that guarantees free primary education for all children, and the Universal Secondary Education, the poorest of children are still found to be out of school. They either do not start school at all, or if they do, they drop out along the way.

Children Not Able To Dress Appropriately

Communities said that poor children always look dirty; they wear dirty and tattered clothing because they are usually unable to get the soap and water that they would need to wash their bodies and clothing.

Child Neglect and Isolation

This issue was a priority face with the children during the first community reflections. It still exists in the communities. The children said that poor children do not play with others and are not to be found at places or activities that bring children together. They do not participate in social events and are timid and generally look sad all the time.

Priority Root Causes:

The following are the root causes that were chosen as priority root causes for the Area, identified across communities and contributing to several different faces.

Poor Sanitation

Many of the homes where poor children have poor sanitary conditions. The home surrounding is not clean, there is no proper disposal of waste, no drying racks for kitchen utensils, often there are no bathroom shelters and pit latrines and sometimes the huts are shared with domestic animals. A bushy environment round the home means that there is breeding ground for mosquitoes, leading to high incidences of malaria and other attacks.

Poor Feeding

Poor families usually feed on low value foodstuff, mainly carbohydrates. Poor methods of food preparation and storage also contribute to the low value of the food eaten.

Lack of Enough Food

The dependence on subsistence farming using mediocre hand-hoes means that farm outputs are low. Consequently there is not enough food throughout the year and there are days when children go completely hungry, especially during the months of February to June, when it is planting season.

Unprotected Water Sources

Water sources get contaminated in the rural areas because the springs and other water sources are not protected. The fact that many homes do not have latrines means that contamination is easy especially when it rains and it is the poor and marginalized who collect their water from these sources.

Limited Access to Health Centers

Often, poor people cannot get medical care either because the health units are too distant, or they have no qualified staff, or the people simply do not have the money to pay for the services. Even though the government is supposed to provide these services, poor people cannot lobby.

Low Incomes

Sources of livelihood are not diversified in Uganda. Approximately 85 – 90% of the population lives on subsistence agriculture. They therefore do not produce enough to feed the family and to have enough left over for sale. Some families try to do petty trading but lack of business skills and capital to kick-start means that the businesses are not profitable and so there is no money to meet basic needs. Community members do not save and invest apart from a few who got an opportunity to save in the VSLA; they are engaged in subsistence farming that leaves them with little to save for their children's education and to cater for other basic needs in the family.

Poor learning environment

Many schools lack furniture – desks and chairs and children have to sit on dusty un-cemented floors. The classes are over-crowded with a teacher - pupil ratio of up to 1:110 in some schools. The schools and class-rooms are not child-friendly so children are not stimulated to want to learn. There are no systems in place to motivate both children and teachers to excel in class. Children go without lunch and so frequently miss school. Because the teachers are overworked and underpaid, and some not properly trained, they do not provide a supportive learning environment and children are not motivated to go to school. Parents hardly ever interact with the teachers and do not take interest in the education of their children. Learning does not continue at home because parents are illiterate and do not value and see the benefit of education. They do not provide learning support to their children at home, but instead they engage them in other domestic activities instead of allowing them time to read. The other reasons identified as a causative factor for school dropouts in the communities is the absence of role models/mentors to inspire young people to strive to finish school.

Ignorance and Negligence

Poor parents are often also uneducated and illiterate. They do not provide a favorable home environment for children to grow well. They do not know about the universal rights of children and many still carry out negative cultural practices like marrying off their daughters early in exchange for bride wealth, circumcision using unhealthy traditional methods and widow inheritance. Thus children are often exposed to harmful practices by the very people who should be protecting them.

Large families

There are still many families where men have more than one wife and therefore many children, and also due to the high death rate among breadwinners, families have to take care of orphaned children. With the low level of incomes, there is not enough money to provide for all the children.

Absence of Counseling Services

Counselling services are not easily accessible to give support to children affected with situations emanating from their families and within the community. Many young people do not have anyone to talk to and from whom they can get guidance and counseling. Traditionally aunties used to play the role of counselors but with the changing society and westernization, this is no longer so and youth especially are not guided through the difficult adolescent years.

Lack of Nutrition Demonstration Centers

Although food may be available, rural women do not know how to prepare food that is nutritious and attractive to the children, and children end up eating food that does not really support their growth.

Lack of Parental Care

Many parents do not bother to give the best care and support both emotionally and physically to children, either because they do not know how to or because they are overwhelmed by their own situations.

Poor Leadership

There are leaders who do not play their roles of mobilizing and sensitizing their communities for development or to offer better support to children and children are never put in any leadership roles in managing affairs that affect them.

HIV/AIDS

This is a major problem in the area. When a family member, usually a parent falls sick, the family resources are depleted in caring and treating him/her and when they die, children are left destitute.

Programmatic Visions:

This was purely based on the Deprivation, Exclusion and Vulnerability concept which takes care of programmatic visioning of a better situation for children.

The Branch Executive Committee (BEC) and Community Based Trainers (CBT) representatives who developed the visions felt that when the visions are translated into reality, the quality of life for the children and the community as a whole will have improved and there will be development in the community generally. Their visions are indicative of communities that not only want the best for children but also people who are learning to break away from past traditional and cultural practices that have kept children and communities in perpetual poverty.

2.2 Government Policy and Efforts to Address the Needs of Vulnerable Children

2.2.1 Uganda National Orphans and Other Vulnerable Children Policy The Situation Of Orphans And Other Vulnerable Children

Ugandan communities traditionally take care of orphans within the extended family system. One in four households in Uganda fosters at least one orphan by providing for health, shelter, nutrition, education and other needs. Any interventions for improving the welfare of orphans and vulnerable children must therefore be community family-centred

It is also acknowledged that many care-givers are overburdened and often lack the socio-economic capacity to provide adequate care and support for these children.

The objective of these responses is to protect OVCs from living on the streets or under exploitative conditions of labour, sexual abuse, prostitution and other forms of abuse. Child-headed households also present a variant of the OVC challenge, where the affected children have to fend for themselves and support their younger siblings. There are also challenges of coping with children who are infected with HIV either through mother-to-child transmission or through defilement.

Existing Laws, Policies and Institutional Framework

The Constitution of the Republic of Uganda (1995) and the Children's Act (2003) have provisions that define Government commitments to the welfare of children through adoption and implementation of both national and international policy and legal instruments that concern children.

The National Legal Framework

The Constitution of the Republic of Uganda (1995) provides special protection to children in general and vulnerable children in particular. It has specific provisions with respect to the rights of children to know and to be cared for by their parents or guardians, access medical treatment, and be protected from all forms of exploitation and abuse.

The Children's Act (2003) operationalises constitutional issues concerning children in Uganda. Other relevant legislations include the National Council for Children Statute (1996), the National Youth Council Act (2003), the Penal Code Act (Cap.160), the Local Governments Act (1997), and the Succession Act (1964).

The International Legal Framework

Uganda has ratified the following conventions;

- United Nations Convention on the Rights of the Child (1990),
- The Organisation of African Unity Charter on the Rights and Welfare of the Child (1990);
- The Convention on the Elimination of All Forms of Discrimination Against Women (1979);
- and

- The ILO Convention No.138 on the Minimum Age for Admission to Employment (1973) and the ILO Convention No.182 on the Prohibition of the Worst Forms of Child Labour (1999).

Uganda is party to other international instruments regarding orphans and other vulnerable children. These include the Declaration of Commitment on HIV/AIDS, UNGASS on HIV/AIDS (2001), a World Fit for Children Declaration (2001), the Millennium Development Goals (2000).

The National Development Framework

The overarching national development framework in the long-term is the Uganda Vision 2040 and the National Development Plan II. These cascading frameworks therefore serve to promote:

- Harmonious co-existence that promotes social inclusion and integration among the people of Uganda
- Effective governance through a democratic process
- A healthy, well-educated society with a high quality of life
- Equal opportunities, empowerment and economic prosperity for all.

Furthermore, there are a number of complementary policies and programmes that impact on the welfare of children. These include;

- The Uganda National Programme of Action for Children (UNPAC),
- The National Health Policy
- The Universal Primary Education Programme,
- The National Population Policy,
- The National Youth Policy
- The National Gender Policy,
- The Basic Education Policy for Disadvantaged Groups,
- The Anti-Retroviral Treatment Policy for Uganda,
- The Policy for Reduction of the Mother-to-Child HIV Transmission; and.
- The Programme for Modernization of Agriculture (PMA).
- Uganda National Council for Children Act 1996.
- Anti-trafficking in Persons Act, 2008

Other relevant policies and plans currently being developed include the National Employment Policy, the National Child Labour Policy, the Policy on the Elderly and the Policy on the Disability, and the National Plan on Child Sexual Abuse and Exploitation.

2.2.2 Uganda National Strategic Plan for OVC

Children under the age of 18 years constitute 57.4% of Uganda's 30.7 million people (UNHS, 2009/2010). This segment of the population is the most vulnerable group, as it constitutes 62% of the national population under the poverty threshold.

Uganda under the auspices of the Ministry of Gender, Labour and Social Development has in place a National Strategic Programme Plan Of Interventions For Orphans And Other Vulnerable Children being implemented over a 5 year period running from 2011/12—2015/16.

The Vision of the Plan is, “A society where all orphans and other vulnerable children live to their full potential and their rights and aspirations are fulfilled”. **The Mission** is, “to provide a framework for the enjoyment of rights and fulfillment of responsibilities of the orphans and other vulnerable children”

The plan has 4 strategic objectives which are responsive to the improvement of the wellbeing of orphans and vulnerable children in society. These are presented in Table 3 below;

Table 3: Uganda National Strategic Plan for OVC Objectives 2015/16 – 2019/20

Strategic Objectives		Expected Outcomes
1	Strengthen the capacity of families, caregivers and other service providers to protect and care for orphans and other vulnerable children	Improved economic security for orphans and other vulnerable children, their caregivers and families/households
2	Expand the provision of essential services for orphans and other vulnerable children, their caregivers and families/households	Improved access to and utilization of essential services for orphans and other vulnerable children, their caregivers and families/households
3	Increase access to protection and legal services for orphans and other vulnerable children, their caregivers and families/households	Improved child protection and access to justice for orphans and other vulnerable children, their caregivers and families/households
4	Strengthen the institutional, policy, legal and other mechanisms that provide supportive environment for a coordinated OVC response	An effective policy, legal and other institutional mechanisms that delivers a coordinated OVC Response

To realize these 4 objectives, the this plan is being implemented with a focus on 7 strategic intervention areas, which have key implications for addressing vulnerability among children in Uganda in a sustainable manner. These include; economic strengthening, promotion of food and nutrition security, provision of health, education, psychosocial support and basic care as well as legal and child protection services.

The UWESO strategic plan has been developed within the framework of this national OVC strategy and the interventions provided in the plan are expected to contribute to the expected strategies and outcomes of this national level OVC strategic plan. This linkage is presented in Table 4 below.

Table 4: Linkage Between National Strategic Plan for OVC and UWESO Strategic Plan 2015 – 2020

National Strategic Plan for OVC Strategic Objectives		UWESO Strategic Plan 2015 – 2020 Strategic Objectives
1	Strengthen the capacity of families, caregivers and other service providers to protect and care for orphans and other vulnerable children	Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability.
2	Expand the provision of essential services for orphans and other vulnerable children, their caregivers and families/households	Expand access to educational services for orphans and other vulnerable children and families/households
		Enhance access to essential health services for orphans and other vulnerable children, care givers and their households
3	Increase access to protection and legal services for orphans and other vulnerable children, their caregivers and families/households	Increase access to protection and legal services for orphans and other vulnerable children, their caregivers and families/households.

4	Strengthen the institutional, policy, legal and other mechanisms that provide supportive environment for a coordinated OVC response	Strengthen Uganda Women's Effort to Save Orphans
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2.2.3 Ministry of Gender OVC Medium Term Priorities

The Ministry of Gender, Labour and Social Development (MGLSD) is the lead agency mandated to ensure that the rights of all children including orphans and other vulnerable children are promoted and upheld. The Directorate of Social Protection oversees social development in the Ministry. The Social Development Sector Strategic Investment Plan (SDIP) provides the framework that has been developed for addressing inequality, vulnerability and exclusion of orphans and other vulnerable children, among others. The SDIP aims at creating an enabling environment for the poor and the vulnerable groups or persons to develop their capacities to take advantage of opportunities to improve their livelihoods for a gender-responsive sustainable development.

The Ministry is supported in this responsibility by the National Council for Children (NCC), other government ministries, agencies, development partners and civil society organisations. The existing implementation framework requires that interventions will be consistent with government policies and plans.

Uganda has an Integrated Child Protection System, which has adopted a holistic programming approach to protect all children; it is building stronger linkages between sectors (social welfare, education, health, and justice), and stronger linkages between levels (national, sub-national and local). A robust legal framework has been put in place.

However, the provisions relating to child protection are scattered across several pieces of legislation, rendering enforcement to be weak. The policy and strategic framework to guide interventions for children by the Justice Law and Order Sector (JLOS) also needs to be put in place to address flaws like remanding children for long periods of time beyond the statutory limit and lack of separate holding facilities for children.

Government has published a **National Child Participation Guide**. This is expected to inform the development of a dedicated agenda, strategies and actions for purposes of implementation by the Government and relevant stakeholders. The MoGLSD and the National Council for Children (NCC) are the key governmental actors in supporting children's participation in decisions affecting their lives.

Birth registration as a cornerstone of child participation has improved with 60% of 0–4-year-olds being currently registered as opposed to 30% in 2011 (UNICEF Uganda, 2015). This has potentially significant value-addition in terms of representing a 'passport to protection' in relation to proof of age in marital engagements, traceability, eligibility of services, and migration.

Uganda has achieved some noteworthy targets with respect to preschool and primary schooling, with no gender gap in access to ECD centres and gender parity at primary level.

At secondary level, the enrolment rate for girls lags behind that for boys, and girls are more likely to drop out early. Schools lack the water, sanitation and hygiene (WASH) facilities that adolescent girls need, partly leading to regular absenteeism on the part of girls.

Efforts to reduce poverty and improve the welfare of people living below the poverty line of the current social protection strategies do not articulate child-sensitive aspects i.e. the Social Assistance Grants for Empowerment – SAGE lacks aspects that focus on children. While children are therefore likely to be significant secondary or tertiary beneficiaries of targeted grants, the implications for ECD, adolescent girls, reducing inequity, and clarifying synergies with child protection initiatives are not yet clear.

The 2008 National Child Participation Guide provides guidelines on participation but does not define actions or goals. Existing participation initiatives have limited reach. In particular, children's and youth participation initiatives tend to be related to specific programmes funded and run by international and local NGOs.

There are no institutionalized mechanisms for child participation and for ensuring that children's views are considered in decision-making at national and lower levels. The existence of the National Child Participation Guidelines, children's participation remains mainly supported by international and national NGOs working with children and young people.

There is a general consensus in Uganda that the major challenges in improving national capacity to realise children's rights to survival, education and development, protection and participation lie not so much in the policy framework itself but rather in more effective implementation of supportive laws and policies and greater monitoring and enforcement capacity. In light of this, realizing UWESO's key objective of strengthening the institutional, policy, legal and other mechanisms that provide supportive environment for a coordinated OVC response will call for concerted advocacy efforts to ensure that the following recommendations are adopted to fill the gaps in the enabling environment.

1. Establish and fully implement an integrated early childhood development (ECD) policy framework:
2. Prioritise child sensitive social protection policies and programmes:
3. Strengthen public finance for children: This involves increasing the visibility
4. Mainstreaming of investments in children into fiscal policy through a transparent and participatory budgetary processes
5. Institutionalise child indicators in national statistics, surveys, and policy documents such as the National Development Plan:
6. Develop a National Child Participation Strategy

2.3 CSOs Efforts to Address the Circumstance of Vulnerable Children

Over 4,000 non-government, civil society, faith-based and community organizations support this national effort by providing care and support for OVC

Community organisations, religious bodies and other civil society members have stepped in by providing information, vocational skills training, basic education, medical care, and counselling and micro-credit services. UWESO's interventions constitute this collective effort which is in most cases out-paced by the demand for OVC services as aggregate response to this demand is usually inadequate.

The objective of these responses is to protect OVCs from living on the streets or under exploitative conditions of labour, sexual abuse, prostitution and other forms of abuse. Child-headed households also present a variant of the OVC challenge, where the affected children have to fend for themselves and support their younger siblings. There are also challenges of coping with children who are infected with HIV either through mother-to-child transmission or through defilement.

2.4 Community Efforts to Address the Circumstance of Vulnerable Children

Review of OVC programmes in general and UWESO's interventions in particular, reveals a consistent practice that vulnerable children are under the care of household care givers who constitute the communities in rural households. The entry point to OVC is therefore the community in which they live in general and the households they stay in with the Care Givers in particular. OVC interventions programming in the social sector adopt two-pronged approach; (i) improving the livelihood and knowledge, attitudes and practices in the OVC households and the Care Givers; and (ii) establishing and using community structures to supervise, mentor and create awareness among the OVC communities and households to provide, access and implement OVC interventions as appropriate. Most of the OVC interventions in the social sector have adopted the OVC methodology as a standard for the design and implementation of OVC programmes. This situational analysis findings has equally informed the design of the planned priority interventions and actions underlying this Strategic Plan.

2.5 Contemporary Organizational Approaches to Providing OVC Services

Contemporary organizational approaches to providing OVC services are based on the following guiding principles for provision of OVC services;

- Building on the Human Rights-Based Approach to Programming;
- Focusing on the Most Vulnerable Children and Communities;
- Reducing Vulnerability;
- Facilitating Community Participation and Empowerment;
- Promoting Gender Equity;
- Treating Recipients with Respect;
- Reducing Discrimination and Stigmatization;
- Ensuring the Social Inclusion of Marginalized Groups;

- Ensuring the Participation of Vulnerable Children and Families;
- Strengthening Partnerships;
- Delivering Integrated and Holistic Services;
- Supporting Services Delivery through Decentralization; and,
- Designing Age-Sensitive Programmes;

The formulation of UWESO's Strategic Plan 2016-20 has been guided by the above principles.

2.6 PESTLE Analysis

2.6.1 Political Environment

- Deliberate policies and programmes targets child development and education i.e. ECD policy, UPE Policy and UPPEP Policy;
- Strong international advocacy of child rights;
- Deliberate programmes established to address youth employment like Skilling Uganda and the Youth Livelihood Programme implemented by Ministry of Gender, Labour and Social Development.

2.6.2 Economic Environment

- Development partner country programmes targeting support for OVC (UNICEF, ChildFund);
- Operation Wealth Creation; and,
- Youth livelihood programmes.

2.6.3 Social Environment

- Increasing need for OVC services partly due to increase in population
- HIV/AIDS Strife that has given rise to persistent increase in orphans;
- Rapid increase in population growth exerting pressure on service delivery
- A Young national population where Children under the age of 18 years constitute 57.4% of Uganda's 30.7 million people (UNHS, 2009/2010).
- Rural urban migration and breakdown of family institutions that have given rise to street children;
- Family cohesion challenges arising from land wrangles;
- Enhanced commercialization of the economy threatening food security and livelihood;
- Political instability in the Great Lakes Region that triggers demand for emergency medicines and health supplies by emergency relief provision NGOs

2.6.4 Technological Environment

- Emerging Technical courses in ICT;
- Adoption of ICT and sharing of information messages on IT Platforms.

2.6.5 Legal and Policy Environment

Existence of a supportive International Legal Framework bolstered by Uganda's ratification of key conventions with respect to children rights and other international instruments regarding orphans and other vulnerable children. These include the Declaration of Commitment on HIV/AIDS, UNGASS on HIV/AIDS (2001), a World Fit for Children Declaration (2001), the Millennium Development Goals (2000).

The overarching national development framework in the long-term is the Uganda Vision 2040 and the National Development Plan II specifically provide for promotion of social inclusion and human redevelopment, equal opportunities, empowerment and economic prosperity for all in general and children in particular.

There are a number of complementary policies and programmes that impact on the welfare of children. These include;

- The Uganda National Programme of Action for Children (UNPAC),
- The National Health Policy
- The Universal Primary Education Programme,
- The National Population Policy,
- The National Youth Policy
- The National Gender Policy,
- The Basic Education Policy for Disadvantaged Groups,
- The Anti-Retroviral Treatment Policy for Uganda,
- The Policy for Reduction of the Mother-to-Child HIV Transmission; and.
- The Programme for Modernization of Agriculture (PMA).
- Uganda National Council for Children Act 1996.
- Anti-trafficking in Persons Act, 2008

2.6.6 Environmental Management Issues

Environment management projects that focus on youth economic empowerment i.e. Clean Development Mechanism Projects like conversion of household waste into fuel bricks, conversion of plastic waste into crafts etc

2.7 Stakeholder Expectations and Aspirations Analysis

The stakeholder expectations and aspirations analysis was conducted to map out the strategic actions to be considered to develop a multiple stakeholder responsive strategic plan. This analysis is presented in Table 5 below.

Table 5: Stakeholder Expectations and Aspirations Analysis

Stakeholder	Aspirations and Expectations	Required Strategic Actions
I The Board of	Realisation of the Vision of	Discuss relevance of the current Vision in the medium term

Stakeholder	Aspirations and Expectations	Required Strategic Actions
Directors	UWESO in the long run	Analyse the Vision to relate to stakeholder expectations and UWESO Constitution and guide formulation of responsive strategic objectives for the medium term.
	Fulfillment of JMS' mission in the medium term	Discuss relevance of the current mission to UWESO's desired service delivery aspirations Formulation of responsive strategic objectives for realisation of mission in line with stakeholder expectations/aspirations, the Constitution and OVC service delivery standards
	Sustainability of Beneficiary Groups	Strategy for development and implementation of a service delivery programmes with sustainability design features Mainstream beneficiary capacity development among beneficiary service delivery programmes
	Visible impact of UWESO interventions in remote rural beneficiary communities	Service delivery expansion through regional branch network
		Development and implementation of a robust public relations and communication programme
2 Management and Staff	Better and transparent human resource management and development policies and procedures	Review HR policies and procedures to match institutional needs of the time.
	Adequate Infrastructure, facilities, equipment and materials to execute UWESO's interventions	Put in place investment programme for infrastructure, facilities, equipment and materials
	Adequate institutional structure and HR capacity to execute UWESO's nation-wide interventions	Periodical review of structure and capacity and up-grading as necessary
3 Policy Makers (GOU: MoH, MoGLSD, National Council for Children)	Provision of OVC interventions in line with prescribed service delivery standards	Develop service delivery programmes in line with prescribed OVC policies and prescribed service delivery standards
		Develop and implement IEC strategy and program
	Contribution to OVC policy formulation and planning	Develop and disseminate institutional advocacy agenda among stakeholders Develop and implement a robust advocacy strategy and plan
4 Beneficiary Communities/OVCs	Provision of sustainable OVC interventions	Design of service delivery models the foster beneficiary sustainability
	Capacity building support to beneficiary groups to be self-reliant after end of interventions	Undertake needs assessment, develop and implement a responsive capacity building support strategy and programs
		Mainstream capacity building activities in planned OVC service delivery interventions
5 Suppliers/Service Providers	Credibility of UWESO to enjoy services on credit	Develop and implement vendor relations management policy
		Develop Service Providers information sharing and communication protocols and transparent contractual mechanisms
	Framework contractual arrangements for procurement of OVC materials/inputs	Develop and implement vendor relations management and procurement policy and guidelines
6 Regional and International Collaborating Agencies	Share information on OVC service delivery interventions, outputs and outcomes (impacts)	Information exchange and benchmarking with contemporary international OVC service provision best practices
		Mechanism for joint-regulatory OVC policy and financing advocacy actions to seek cost-effectiveness and efficiency especially at a national and regional level (EAC)

Stakeholder	Aspirations and Expectations	Required Strategic Actions
7 Development Partners	Achieve progress towards best practices in OVC service delivery	Organization systems, procedures and process that foster transparency and accountability
		Timely compilation and dissemination of informative performance reports
	Achieve value for money and accountability for financial resources provided	Transparent cost-effective procurement of goods and services, and good financial management practices.
		Timely compilation and dissemination of Audited Accounts/Annual Report and any specific-purpose reports on request

3.0 Internal Situational Analysis

3.1 UWESO Strategic Plan 2011/12 – 2015/16 Performance Review

An assessment of progress attained towards realization of program results and delivery of program outcomes was undertaken basing on the thematic program interventions that UWESO set out to implement. These included the following:

3.1.1 Technical Support Program

Specifically, UWESO set out to establish its Secretariat's as a technical support agency on OVC care and competency. The evaluation team established that UWESO supported 80 districts and 10 Technical Support Organizations in the country. It has a Technical Services Unit and has a staff complement of 57 technical officers. In addition, UWESO has 148 trained and mentored Community Based Trainers. UWESO is currently a coordinator of National and International Organisations. This was done under the Strengthening the Uganda National Response for Implementation of Services for Orphans and Other Vulnerable Children (SUNRISE-OVC) a project implemented in partnership with International HIV/AIDS Alliance (IHAA) and Management Sciences for Health (MSH). UWESO also provided Technical support to Civil Society Organizations and was responsible for taking lead in managing and coordinating SUNRISE support to TSOs. It also provided technical support services to LGs and CSOs in OVC programming and coordination and management.

In addition, UWESO provided technical support supervision to 9 grantees, Eastern and North-Eastern Uganda. It also provided capacity building for community groups in Uganda with a total of 600 groups supported. In addition, also provided Group Institutional Development where UWESO built the capacity of 3,940 community based groups (70% are small scale farmers) in 45 districts in Uganda and the groups are now semi-autonomous with capacity to manage their own affairs.

3.1.2 Livelihoods Program

Under this program, UWESO improved Socio-Economic Security for OVC through provision of sustainable interventions that go beyond immediate assistance by empowering communities through the Village Loans and Savings Associations (VSLAs) and training in business management skills, Financial Literacy and Linkage of mature Groups to Formal Financial

Institutions, and graduating them to become registered Community Based organizations (CBOs). This intervention has enabled many poor households that would otherwise not have been able to access credit to get it from within the cluster at a cluster determined interest rate.

Some VSLA clusters acquired capacity in value addition as was the case in Kiboga district thereby tapping into better earnings and better care for the OVC. In many families, orphans have been supported by their caregivers to graduate through the school system. UWESO has enhanced financial literacy amongst the group members through documentation of money saved, money borrowed and money repaid. Further to this, many VSLA members have attained confidence over time and are vying for political leadership positions within their communities.

Furthermore, UWESO provided the following:

- Business Development Support Services including provision of Market information.
- Financial Literacy Education
- Artisan Apprenticeship; which enhanced youth employment skills through training of OVC aged 13-17 years who are out of school or heading households. They are trained by village master artisans within the vicinity of their communities for a period of 6-12 months in different trades that include: tailoring, hairdressing, carpentry, motor mechanics, brick masonry, weaving and knitting, to provide them with technical skills, trade-work and ethical entrepreneurship practices.
- To further enhance the livelihood of OVC, UWESO implemented the Vocational Training in MUTI and Hoima and it benefited children who had lost one or both of their biological parents; and were between 14 and 17 years. The declining enrolment noted was attributed to weak leadership, lack of a strategic focus in recruiting students, absence of a functional Board of Governors and inadequate resources to run the vocational training program.
- UWESO also implemented a Food Security and Nutrition intervention which entailed provision of a sustainable package training OVC care givers in Food security and Nutrition and provision of agricultural and farming support and establishment of kitchen gardens to OVC House Holds. In addition, OVC care givers were trained in agro-processing.

3.1.3 Child Protection and Education

UWESO also implemented Child Protection and Education programs for OVCs. OVC related challenges included: child abuse that included: child battering, child labour, child neglect, incest, defilement and child trafficking. UWESO developed responses that focused on the protection of children and they involved sensitization of community leaders, parents, UWESO members on how to address these challenges. UWESO also supported communities to seek legal aid and support while working with the Government institutional framework to protect and ensure the rights of children in the 6 UWESO regions.

(a) School sponsorship program

UWESO offered sponsorship to OVC in Vocational training, artisan, apprenticeship and formal secondary education and modern mixed farming program. This program targeted OVC who

are aged between 15-18 years old and have lost one or both their biological parents, or are heading households and those who are out of school.

(b) Vocational Training

Within Migyera UWESO Technical Institute, UWESO made a contribution to Vocational training in tailoring and carpentry, brick making and joinery and it also operates an autonomous Secondary School which is government aided. UWESO provided tuition and scholastic materials like books and pens to students. The courses offered include: tailoring and garment cutting, carpentry and joinery, computer studies, building and concrete practice (BCP), Secretarial Studies, Hair dressing and styling (HD), Crop farming/gardening, Apiary (Bee keeping), Bull rearing and fattening and Weaving and knitting. Of importance here is that MUTI has very good facilities that include a running water system, a computer laboratory, good classrooms and dormitories and adequate land. The institution trained 409 students within this strategic plan period.

(c) The REALIZE Project Implemented in Hoima

In Hoima, UWESO through the REALIZE Project undertook interventions in the education sector, through advocating for the withdrawal of children from child labour and integrating them in primary schools. A total of 4,322 were withdrawn from child labour and are currently enrolled in primary schools. UWESO also supported students (OVCs) under Universal Secondary Education program to pay for functional fees and purchase uniforms and scholastic materials.

The REALIZE Project also enabled Hoima district to develop an Action Plan to eliminate adverse forms of child labour. This is used by the district as a standard which guides all organizations that support children. UWESO further promoted the livelihood of children in school through provision of high yielding seeds, garden tools that included slashers, hoes, wheel barrows, maize seeds and bean seeds to some selected schools. This was intended to improve on the feeding of children in school to enhance their welfare. UWESO also contributed towards rehabilitation of existing primary schools where OVC are placed such as: Bukerenge Primary School in Hoima. In certain cases new schools have been constructed.

UWESO worked with the districts and facilitated the formation of the Orphans and Vulnerable Children Coordination Committees both at the district and sub-county levels. These were Multi-sectoral committees bringing up people from the various fields/sectors to discuss issues affecting children, mapping of OVC affected areas and providing guidelines to the various stakeholders.

3.1.4 Health

Within this thematic area, UWESO strived to improve and protect the health of OVC in the following areas:- Primary Health Care Education, Immunization, malaria control, Nutrition for teenage mothers and their children; HIV/AIDS services, Sexual and Reproductive Health [SRH]; and Water born diseases among others. It used interactive DVD lessons in local Ugandan languages and community awareness on topics that impact on quality of life of the OVC such as:

HIV/AIDS, Diarrhea, Malaria, safe water and childcare.

3.1.5 Set Backs Encountered during Strategic Plan Implementation

There were a number of design and logistical challenges experienced in the five years that affected the implementation of the activities planned under the Strategic Plan.

- The programming demarcation adopted was narrow and did not represent the needs for the services required. The number of beneficiaries planned for compared to the geographical scope was inadequate.
- UWESO associative structures that include: the Branch Executive Committees (BEC) and the Community Based Trainers (CBT) were inadequately facilitated to carry on administrative work to complement the few UWESO staff in the regions.
- Vocational skills training start-up kits were inadequate. Furthermore, the youths were not well linked to business opportunities which were in the line of the trades they trained in.
- Poor/inappropriate agricultural practices, arising from inadequate orientation to good practices and lack of farm inputs like fertilizers and pesticides.
- Under-reporting on child protection issues due to poor accessibility (long distances) to service points, poverty and 'fear' of criminal proceeding against relatives, neighbors and household care givers in the community. Furthermore, in an effort to access justice, the costs incurred by the child abuse survivors were a key hindrance in accessing justice.
- Monitoring of performance of the Strategic Plan was weak and merits improvement.
- There was no clear communication flow between the staff management system, National Executive Committee (NEC) and BEC; which impacted negatively on timely decision making.
- Inadequate funding within UWESO over the last 5 years limited interventions and hence reduced on the would be impact. In most of the districts visited, it was the VSLAs that still carried the banner of UWESO high. UWESO lacks adequate visibility with respect to the core child-centred programmes.
- While efforts have been made to rehabilitate and resettle OVC in Masulita Children Village (MCV), they at times come back to the streets citing harassments by their care givers.

3.2 Mandate and Functional Analysis and Review of Existing Implementation Structures

A careful review and revision of the UWESO structure reveals that the service delivery structures at the grass root are weak. The regular structures exist only at the Secretariat and the UWESO entities of Masulita Children's Vocational centre and MUTI. The 6 regional offices are also run by volunteer staff while the rest of structures cascading from the region to the district and subsequently the sub-county level are run by voluntary governance committees which are not appropriately facilitated to sustain their service delivery enthusiasm to fulfil UWESO's mission at these critical service delivery points.

Appropriate recommendations have been adopted in this plan with a key emphasis on the following; (i) Strengthening the service delivery structures at the grass root through continuous capacity building and facilitation to sustain the enthusiasm of the volunteer network, establishing a strong fundraising and resource mobilization function in the institutional structure and building the capacity of the Technical Support Services unit.

3.3 SWOT Analysis

3.3.1 Strengths

Strength		Strategic Planning Implications
1	Membership: UWESO has a big membership of women nationally	Women have capacity to reach every community and mobilize it for the sake of OVC work
2	Governance structure: From zonal cluster, SBEC, BEC, NEC Patron and General Assembly	The Governance Structure is elaborate, in tandem with Government traditional systems such as Local Government. UWESO structure is supported by an elaborate UWESO Constitution 2013.
3	Competence staff:	UWESO hires competence staff thru merit.
4	Patron/Founder	For the last 29 years UWESO Patron/ Founder has acted as a good ambassador for UWESO with a passion for children and work especially those in vulnerable and strengthen visibility and credibility of UWESO
5	UWESO physical infrastructure: Land, building, assets and equipment	The physical infrastructure is spread countrywide and makes Regional led work implementation sustainable and conducive.
6	UWESO heritage and longevity	29 years of existence provides UWESO with sound systems and structures to rely on into the future.
7	Good Partnership with Government, private sector and international alliances	UWESO has cut a niche in VSLA, child protection, vocational training build a sound model due to good partnership strategy.
8	National coverage	UWESO work has a national character divided into regions that makes UWESO competitive in soliciting for funding in targeted intervention.
9	Strong entities: MCV & MUTI	MCV & MUTI are strong entities well positioned in rural and needy communities
10	UWESO model	UWESO intervention is a pioneer model that other insttion had adopted.VSLA /Livelihood as the base makes the model applicable to the poor and sustainable to rural vulnerable households.
11	UWESOBrand& Name	The name speaks for itself. It depicts what the Organization stands for.
12	Networking	UWESO has local, national, regional and international networks that can be tapped on a continues basis.

3.3.2 Weaknesses

Weakness		Strategic Planning Implications
1	High staff turnover	When projects close UWESO an institution cannot retain such a staff however competence such a staff is unless a new projects comes o board during or after the transition period.
2	Management of entities	Entities such Masulita (MCV), Migyera (MUTI) and Success microfinance (SMS) have become difficult to manage yet they have functional governance boards.
3	Communication, Coordination	The communication flow, coordination and reporting at SBEC, BEC

Weakness		Strategic Planning Implications
	and reporting with UWESO structures.	levels, NEC and Secretariat has not been consistent. There is a gap between BEC and the Secretariat operations. Hiring a BEC desk officer at Secretariat was done to bridge the gap since June 2015.
4	Capacity building of staff	Self-sponsored training by staff are the only running capacity development initiatives by individual staff. Organizational funding limitation is the noticeable .
5	Documentation and publicity	UWESO 's work has been appreciated internationally especially in VSLA/livelihood, child protection but no publication of a substantial nature including resource and automation of success stories has been documented. It has affected UWESO publicity and visibility
6	Full scale implementation of designed strategic: Resource mobilization, fundraising, M&E and Communication	Well designed strategies such as resource mobilization, fundraising, M&E and communication strategies have been implemented selectively and in piece meals due to limited financial resources. This led to understaffing as well for some functions since some functions are combined.
7	Equitable Regional balance in program implementation.	Program intervention does not cover regions equitable due to donor priority area and limited local fundraising capacity to bridge the gaps.
8	Membership involvement and mobilization	Although UWESO has numerical strengths of its membership. Consistent and continues grassroots mobilization has slackened. Creation of UWESO Community Multi-purpose Cooperative Society (UCG) is an initiative to tap and utilize the existing potential.
9	Donor dependence	Over 85% of funding in UWESO is donor funded. UWESO has attempted to address the situation in developing her physical infrastructure and utilizing her membership thru establishment of UCG to supplement donor funding.
10	Succession planning	Some BEC & SBEC membership delay holding election after expiry of their term in office.

3.3.3 Opportunities

Opportunity		Strategic Planning Implications
1.	Policy environment	The National Institutional legal policy framework is supportive to UWESO model in OVC work spearheaded by MoGLSD.
2	Political and National stability and Peace	Has enabled UWESO to operate in hard to reach and areas previously affected by conflict such as Karamoja& Northern Uganda.
3	New districts	More BEC have been formed with the increase of new districts in Uganda strengthening UWESO coverage and visibility.
4	New international and national development framework	Sustainable development goals (SDGs), National Development Plan (NDP2) provide new paradigm and diversification in OVC programming
5	Rise and scope of OVC vulnerability	This is overstretching national response to multifaceted needs of OVC in Uganda.

3.3.4 Threats

Threats		Strategic Planning Implications
1	International NGOs and Global Private Firms involvement in direct program implementation	The new wave of INNGO and global firms direct implementation of programmes affects national and local NGO operations
2	Donor Funding	The move of donor funding though the consortium model works as the disadvantage of National and Local NGOs in favour of International NGOs.
3	Minority Rights	The stand of Uganda on minority rights especially the gay rights movement affects funding to NGOs

4	Land grabbing	Land grabbing by some citizens affects UWESO's physical facilities that were donated to UWESO by communities where UWESO has not processed land titles
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4.0 Situational Analysis Emerging Issues

The emerging issues are based on a comprehensive problem identification process. The emerging issues that require attention have been identified in the context of; the enabling policy framework and, current national efforts being undertaken nationally by the Ministry of Gender, Labour and Social Development, other NGOs and CSOs and OVC communities. A PESTLE analysis, stakeholder expectations and aspirations analysis have also been undertaken to seek clarity to the key strategic issues of the day. This has also been supplemented by a self-reflection of UWESO in terms of; the review of its performance during the strategic plan period 2011/12 – 2015/16, its mandate and functions and an institutional SWOT analysis. The emerging issues arising from this multiple and multi-stage strategic analysis are presented in 4.1. and 4.2 below.

4.1 General

1. There is need to conduct needs assessment at the beginning of the planning cycle and during project formulation stages using a bottom-up approach to seek participation of the communities in planning based on own grass root problems identified.
2. It necessary to consider conducting joint/partnership planning and active participation in activities/stakeholder forums of the Government and other private agencies in the districts of operation;
3. UWESO needs to take leadership in OVC programming and management advocacy activities in partnership with other NGOs and CBO both nationally and within its project areas to seek and achieve visibility.
4. Economic empowerment support should be extended to vulnerable OVC households.
5. Training should be provided to beneficiaries in VSLAs to improve the performance of VSLAs in areas of operation to create a sustain an economic empowerment impact on the OVC households.
6. Continue the program to provide and extend Technical Support Supervision –TSS building for local organizations and community based organisations and community structures implementing interventions in UWESO's project areas;
7. There is need to develop partnerships with other organizations to take on and support the local organisations whose technical capacity has been built to sustainably provide various forms of OVC services to the communities in a sustainable manner (NEC, BEC & CBT) and to foster a strong partnership model for implementation with UWESO.
8. UWESO needs to develop and implement a nation-wide IEC strategy to strengthen its visibility both on the supply side (policy makers and Development Partners for resource mobilization purposes) and the demand side (the beneficiary communities and districts of operation) to strengthen the impact of its OVC interventions.
9. UWESO should bolster its resource mobilisation and fundraising capacity through better

exploitation of its institutional legacy and credibility as one of those OVC organisations championed by the First Lady of Uganda, Mrs Janet Museveni.

10. There is need to develop and implement interventions on Child rights issues in line with the key national priority in the Government of Uganda Policy framework for achieving the international benchmarks/principles on child rights.
11. The livelihood interventions/programmes targeting the older OVCs need to be re-organised to relate to the national skilling Uganda strategy to tap into financing opportunities available with Ministry of Education and Sports.
12. An investment and asset management policy needs to be developed and implemented to renovate and lease out UWESO's existing infrastructure or work in partnership with other organisations to support business or social development causes relevant to its mission; education, health and livelihood empowerment to fetch income to UWESO.

4.2 Recommendations from the Strategic Plan 2011/12 – 2015/16 Review

1. Put in place a Child Protection Policy to guiding its processes, commitments and procedures for planning, programming, resourcing, implementation and reporting with respect to child protection policy programmes and interventions.
2. Develop and implement an IEC to drum up credibility and visibility of UWESO as a children rights and wellbeing and give it the strong identity as a child-focused agency, with its service delivery niche as the child, as an entry point for all its programmes.
3. Review UWESO's programme design and governance structures to include Children in the entire program development of UWESO.
4. Put in place a clear and functional Monitoring plan and structure to oversee the monitoring of the implementation of programmes and provide the necessary support in the field on a continuous basis time other than making only a few spot checks between and at the closure of the project.
5. There is need for galvanized efforts to widen the resource basket of UWESO through resource mobilization and fund raising drives, making strategic alliances and utilisation of the investment assets located country-wide, to diversify its income.
6. There is need to scale up budgets and emphasize on scaling up on the numbers of beneficiaries on each program not forgetting the prioritization of OVC households.
7. The youth vocational training programme needs to be redesigned in such a manner that the environment in the training centre is conducive to elicit attention and dedication on the part of the trainees to acquire the necessary technical skills for gainful employment or self-employment
 - ✓ Appropriate location of training centre for accessibility by trainees;
 - ✓ Making the training centres boarding facilities to address the challenges of transport, and meals raised by the trainees.
 - ✓ Scaling up the training content to deepen the technical skills and increase their

- confidence to be eligible for gainful employment or self-employment.
- ✓ Provision of Technical Skills Practice Kits to all the Trainees promptly upon completion of their training programmes to give them impetus to seek gainful employment or self-employment immediately.
8. Enhance the livelihoods program to include provision of capacity building initiatives for the farmers, farm inputs and opening up market opportunities for the farmers besides the VSLA to foster economic empowerment of the beneficiary households.
 9. Improve the child protection programs through enhancement initiatives like home-based and school approach to child protection and ensure that there is OVC representation in the governance structure.
 10. There is need to review the education programmes at both MUTI and Migyera Secondary School through;
 - ✓ Re-establishment of a functional Board of Governors to steer the operations of the two institutions. In addition, there is need to;
 - ✓ Fencing off the home to enhance safety of children, staff and other resources.
 - ✓ Equipping the rehabilitated children with functional life skills.
 11. There should be proper guidelines on the selection of UWESO programmes beneficiaries, a selection criteria should be very simple and utilized by the CBTs, BEC and SBECs since they are at the fore front of mobilization and selection of beneficiaries, priority should be given to OVC and OVC households

4.3 Priority Areas and Actions for the New Strategic Plan 2015/16 – 2019/20

The priority areas and actions for the New Strategic Plan 2015/16 – 2019/20 have been adopted from the emerging issues highlighted in 3.0 above. These provide the building blocks for the design of the OVC programmes presented in the next chapter. They are outlined presented below.

4.3.1 Providing Livelihood Support for OVC Livelihoods to Overcome Vulnerability

- Strengthen the capacities of communities for improved food production, sustainable incomes and livelihoods to ensure improved living standards and sustainable incomes.
- Promote a savings culture among OVC households to enhance income generation and acquisition of assets as means to overcome their vulnerability.
- Support community group based savings schemes for OVC households (VSLAs and SACCOS) through provision of Business Development skills for implementation of viable IGAs and to access and utilize micro-enterprise savings loans and credit services.
- Identification of local employment needs and provide relevant vocational and non-formal technical and business skills training programmes to OVCs and their Caregivers to improve their entrepreneurship establishment and sustainable management capacity.

- Plan and implement funding programmes to support small business activities for older OVCs and their Caregivers to generate income and improve their economic livelihoods.
- Implement collaboration and partnership initiatives with District Production department, and other agro-input and produce dealers to promote agricultural productivity and value addition and to collect and disseminate market information to OVC households.
- Promote and strengthen VSLAs and other community based groups providing savings and credit services to OVC households through group based savings schemes by providing them with equipment and materials i.e. tool kits.
- Strengthen resources persons in communities to promote functional group savings schemes (i.e. VSLAs) among target community stakeholders like OVCs and their Caregivers through their mobilisation and sensitization.
- **Increase access to holistic/integrated financial services (SPM, Financial literacy, Business Skills Training etc) for OVC households.** Through the following interventions;
 - ✓ Supporting access to business financial services for OVC households through microfinance agencies.
 - ✓ Building the management capacity of Group Leaders to oversee the savings and credit service groups.
 - ✓ Providing Business Development Services to the OVC and Caregivers groups (i.e. Business management, Financial literacy, onsite Enterprise mentorship and coaching) to enable them initiate and sustainably manage their IGAs.
 - ✓ Networking with Local Government and other key stakeholders to support effective community mobilization and VSLA establishment and linkage to Government Programmes like NAADS and Micro-finance Support Centre.
 - ✓ Facilitating mature community savings and credit groups to be registered legal entities and have capacity for self-management of their groups and mobilize additional resources.
 - ✓ Developing partnerships with micro-financial services providers and enablers (FFIs and Telecom service Providers) to develop suitable tailored products and linking them with eligible interested community savings and credit groups that target OVCs and their Caregivers.
 - ✓ Using VSLA Platform to integrate cross-cutting critical trainings /services like GALS, Good Governance, and Peace Building, HIV/AIDS etc.
- **To expand access to agricultural production and livelihood diversification services for orphans and other vulnerable children, care givers and their households** through;

- ✓ Provision of high quality agricultural inputs/tools, seeds/plantings and stocking materials to OVC households.
- ✓ Linkage of the vulnerable children to relevant agricultural programmes such as NAADS, and advocate for their targeting to enable them access agricultural advisory services.
- ✓ Support of livelihoods diversity programmes for OVC households
- ✓ Provision of food grants, agricultural inputs and other assistance to critically vulnerable OVC and their households

4.3.2 Child Protection and Education

(a) Child Protection

- **To undertake direct provision of legal and protection services for orphans and other vulnerable children** through the following interventions;
 - ✓ Partnering with and supporting service providers (e.g. Child and Family Protection Unit of police, Probation and Social Welfare Officers and Family and Children Courts) to manage cases of child rights violations.
 - ✓ Implementing programmes for prevention and response to child abuse and neglect in OVC host communities.
 - ✓ Getting off the streets and providing appropriate rehabilitation and reintegration services to destitute and other children who are experiencing abuse and exploitation.
 - ✓ Conducting advocacy and awareness activities about the dangers of engaging children in hazardous work and implement programmes for their withdrawal, rehabilitation and reintegration in the community.
 - ✓ Promoting birth registration and encouraging parents to pass on birth certificates and title deeds to their children
 - ✓ Providing children with child friendly mechanisms for reporting incidents of abuse.
- **To promote child protection and access to legal redress in UWESO Operational areas** through;
 - ✓ Provision of legal education and sensitization training to increase awareness of rights of OVC, available services, and reporting mechanisms
 - ✓ Support to community groups and informal actors at village level to monitor and protect children at risk (of neglect, child labour, sexual exploitation and other forms of abuse)
 - ✓ Partnerships with other agencies to strengthen enforcement of child protection laws at community level.
- **To promote appropriate child protection mechanisms, child's participation and strengthen children's capacity to protect themselves** through;

- ✓ Provision of appropriate rehabilitation and reintegration services to children in contact with the law
- ✓ Promotion and support to the institution of fit persons and Community Based Interventions as alternatives to incarceration of children in contact with the law
- ✓ Promotion and building capacity of community justice systems to handle minor cases in accordance with provisions of the law
- ✓ Empowering children with knowledge and skills to enable them prevent and/or report violence, abuse and exploitation
- ✓ Promoting peer support approaches among children to foster child to child protection
- ✓ Promoting child participation schemes initiated by children and or adults
- ✓ Advocating for child protection and access to legal redress in UWESO operational areas

(b) Promotion of Education For OVCs

- **To promote intervention practices for prevention of HIV/AIDS in the communities (abstinence) and strengthen HIV/AIDS prevention and control skills amongst teachers, school management and in and out of schools OVC.** This shall be implemented through a number of interventions as follows;
 - ✓ Advocate for and support curriculum review for teacher training to include issues of OVC
 - ✓ Support refresher courses for teachers, SMCs and other significant players to equip them with skills to identify, guide, follow-up and support OVC, (including the skills to tackle stigma and discrimination)
 - ✓ Improve parenting skills for the families with children under the age of 06 years.
 - ✓ Sensitization and mobilizations of care givers and community to take children under age of 06 for immunization against killer diseases
 - ✓ Mobilize parent–teacher associations and school management committees to support OVC affected by HIV and AIDS in the school
 - ✓ Strengthen the referral system for the services needed by children below age of 6 years
 - ✓ Provide artisan training to adult OVCs
 - ✓ Promote abstinence and life skills amongst in and out of schools youths
- **Increase access and retention of vulnerable children in school**
 - ✓ Promote campaigns for enrolment of all vulnerable groups such as working children and encourage caregivers to help children stay in school;
 - ✓ Support reintegration of children affected by armed conflict in schools and promote their retention;
 - ✓ Promote a supportive and caring school environment, where children feel safe and secure;

- ✓ Provide OVC with scholastic materials, uniforms and school fees;
- ✓ Provide appropriate assistive devices, (based on assessed needs) to OVC with special needs;
- ✓ Build the capacity of the teachers and Schools governance with skills to provide guidance and support to vulnerable and psychosocial support;
- ✓ Promote recreational activities and participation of orphans and other vulnerable children; and,
- ✓ Form school governance committees focusing on integrating child protection issues in routine programs

4.3.3 Improving Community Health

The purpose of this intervention component is to reduce mortality and morbidity due to poor nutrition and preventable diseases in OVC households and to also contribute to the reduction in prevalence and impact of HIV/AIDS. The four broad areas for this intervention component include; promotion of proper nutrition practices, primary healthcare and awareness about HIV/AIDS, Malaria prevention and control. These are outlined below.

- **To promote proper nutrition for OVC in homes, schools and other institutions,** the following interventions will be undertaken;
 - ✓ Promoting diet diversification, supplementation and fortification for children in households and institutions (children's homes, schools)
 - ✓ Developing and implementing programmes to support Community education and sensitization on proper nutrition for children including training in food handling, preparation and storage
 - ✓ Training communities, CBTs and other duty bearers in nutrition monitoring and basic health care practices.
- **To promote Primary health care education in the OVCs households to access timely immunization, de-worming, ORT and Vitamin A supplementation services.** This shall be implemented through the following interventions;
 - ✓ Map the existing CBT network and establish the CBTs in project areas, where they do not exist;
 - ✓ Mobilize and support community mechanisms (e.g. CBTs and child protection committees) to ensure that OVCs in the community access timely immunization, de-worming, ORT and Vitamin A supplementation services
 - ✓ Advocate and lobby to make OVC a key priority and target group for community based Teams and Community Case Management (CCM)
 - ✓ Promote friendly PMTCT services to teenage mothers
 - ✓ Reduce incidences of malaria among the OVC households and their surrounding communities.

- ✓ Enhance access to safe healthcare.
- **To scale up access to and utilization of safe water, sanitation facilities and secure shelter by orphans and other vulnerable children at households, community and institutional levels, through the following interventions;**
 - ✓ Install safe water sources in communities and schools; with clear systems for sustainable maintenance
 - ✓ Provide safe water vessels and water treatment kits to OVC households
 - ✓ Promote construction of environmentally friendly pit latrines and hand washing facilities with maintenance mechanisms
 - ✓ Strengthen caregivers' capacity to construct and maintain low cost, descent, durable and secure shelter
 - ✓ Establish and train management of safe water sources accessible to communities, to ensure that the community accesses clean water
- **To increase access to and utilization of HIV/AIDS, Malaria preventive information, care and other services for OVC and their households.**

The following interventions shall be undertaken in this respect:

- ✓ Provide information about HIV and AIDS to school heads, teachers, OVC and Households.
- ✓ Enhancing behavior change through capacity building and IEC campaigns to enhance knowledge on prevention, care and support for HIV/AIDS infected and affected OVC households and prevention of malaria and other communicable diseases.
- ✓ Promote establishment of a referral directory and centralized mechanisms for medical services
- ✓ Establish linkage mechanisms with health service delivery organizations for HIV, malaria and other communicable diseases management and Access for OVC and their households.
- ✓ Design and implement special programs for Income enhancement for people living with HIV;
- ✓ Raise awareness amongst stakeholders to specifically target OVC with malaria interventions
- ✓ promote free access to long lasting Insecticide treated nets (LLITNs) to Target OVC households and promote indoor residual spraying according to national guidelines
- ✓ provide health education on HIV and malaria in the context of Integrated Community Case Management (ICCM) to Target heads of OVC households
- ✓ Promote capacity building of communities with respect to nutrition provision to children;
- ✓ Promote parenting and management of childhood illnesses, pediatric HIV management

4.3.4 Institutional Development

The purpose of this is program component is to strengthen UWESO's governance structures and promote provision of coordinated Technical Support Services and supportive environment in the OVC response. The four broad areas for this intervention component include; improving

the capacities of governance structures and community mechanisms for addressing OVC interventions, enhancing coordination, advocacy, communication and referral systems for OVCs, strengthening resource mobilization, utilization and accountability and undertaking effective research, monitoring, evaluation and strengthening quality assurance of UWESO's OVC interventions.

- **To Improve capacities of governance structures and community mechanism for protection of OVC.**

The following interventions are planned for implementation under this broad area;

- ✓ Provide technical support to CSOs, Government and other stakeholders on OVC services programming and management.
- ✓ Develop and provide training programmes on OVC services programming and management
- ✓ Develop partnerships with community structures and other community based organizations and NGOs to jointly implement thematic interventions for OVC(# of MOU signed with partners)
- ✓ Build capacity of UWESO government structures (offices, BEC, CBTs, SBEC etc) for effective delivery of OVC services
- ✓ Strengthen enforcement of child protection laws
- ✓ Review and disseminate VSLA guidelines, services delivery structures and network in the community

- **To enhance effective implementation, coordination, advocacy, communication and referral systems for OVCs**

The following interventions are planned for implementation under this broad area;

- ✓ Support the formation and/or operationalization of national, district, sub-county and parish OVC committees (NOSC, DOVCC, SOVCC, and POVCC)
- ✓ Promote and strengthen intra and inter-sectoral coordination on OVC
- ✓ Conduct periodic mapping exercises on support services for OVC to enable effective coordination and referral
- ✓ Promote media coverage of OVC issues
- ✓ Update and make fully functional the UWESO OVC MIS website
- ✓ Support Development and implementation of National Advocacy and Communication Strategy for OVC

- **To strengthen resource mobilization, utilization and accountability**

The following interventions are planned for implementation under this broad area;

- ✓ Formulate and implement a UWESO resource mobilization strategy
- ✓ Train and mentor the organizational governments in resource mobilization
- ✓ Advocate for more resources to support structures responsible for vulnerable children

- **Undertake effective research, Monitoring, Evaluation and strengthen quality assurance in orphans and other vulnerable children services provision**

The following interventions are planned for implementation under this broad area;

- ✓ Develop, disseminate and implement the Uganda Women's Effort to Save Orphans OVC M&E plan
- ✓ Provide technical support for the implementation of the OVC-MIS
- ✓ Facilitate Rolling out OVC guidelines, standards and technical resource materials at all levels
- ✓ Conduct joint monitoring and support supervision
- ✓ Promote operational and conventional research and documentation on OVC issues
- ✓ Provide training to implementers in technical skills for handling children

5.0 Strategic Choices and Direction of the Medium Term

5.1 Service Delivery Model

Children's rights to survival, education and development, protection and participation, is the overall international children welfare agenda. The national OVC quality standards framework provides 10 core programme areas for OVC. Each of the core programme area is supported by 3 quality standards guiding the implementation of actions in each core programme area. The core programme areas are as follows;

1. Socio-economic security;
2. Food security and nutrition;
3. Care and support
4. Mitigation of impact of conflict
5. Education
6. Psycho-social support;
7. Health;
8. Child protection;
9. Legal support; and
10. Strengthening capacity (of service provision structures)

Details of the quality standards are provided as Appendix 2 to this strategic plan.

UWESO Strategic Plan for FYs 2015/16 – 2019/20 whose design has been informed by the emerging issues and stakeholder expectations and aspirations documented during the evaluation, will focus on interventions relating to most of the 10 core programme areas except **4 and 9**. The plan has been designed to constitute 4 programme areas which in one way or another are related to the 8 core programme areas of the OVC quality standards alluded to above and the programme areas implemented with respect to the expiring UWESO Strategic Plan 2011/12 – 2015/16. The UWESO Strategic Plan 2015/16 – 2019/20 programme summary is presented in Table 6 below.

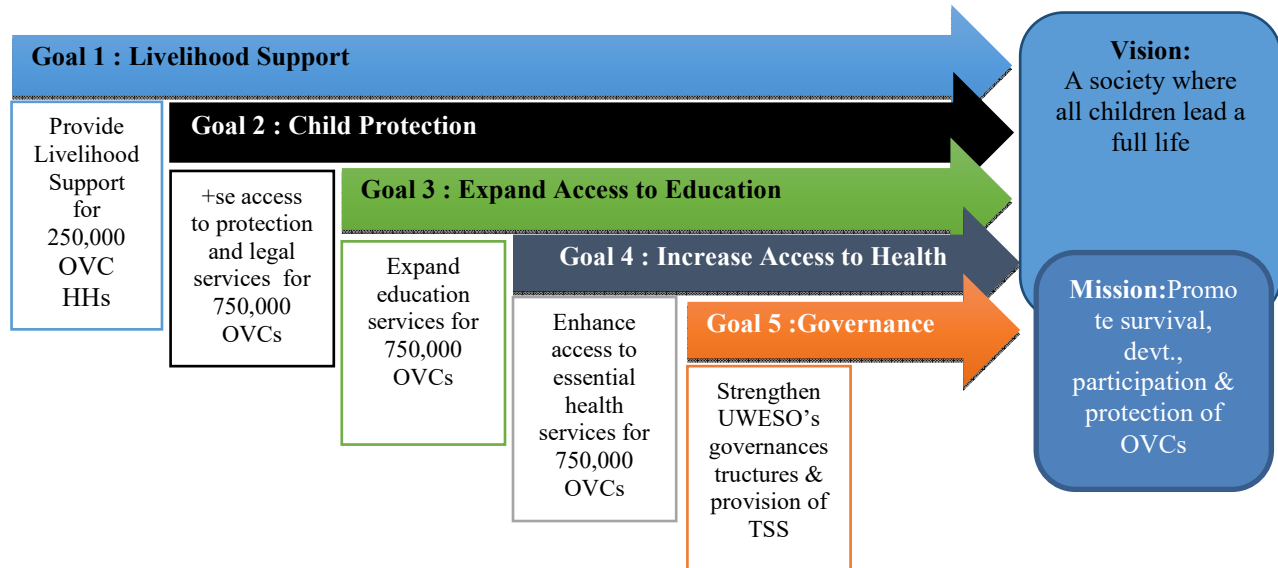
Table 6: UWESO Strategic Plan 2015/16 – 2019/20 Programmes Summary

Strategic Objectives	Core Program Area	Expected Outcomes	Sub-programme Objectives/Strategies
1 Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability	Building Sustainable Livelihoods	70% of OVC and their households are food secure	1.1 To strengthen economic capacities (asset and income growth) of 250,000 OVC and their Households to protect and care for OVC.
			1.2 To expand access to agricultural production and livelihood diversification services for orphans and other vulnerable children, care givers and their households.
		Strengthened economic security of 70% of OVC and their households that meet their short and long term economics needs through sustainable livelihood	1.3 To Increase access to Integrated Financial Services (SPM, Financial literacy, Business Skills Training etc) for OVC households.

Strategic Objectives	Core Program Area	Expected Outcomes	Sub-programme Objectives/Strategies
2	Child Protection	Increased access to protection and legal services for 70% of orphans and other vulnerable children, their caregivers and families/households	2.1 Undertake direct provision of legal and protection services for orphans and other vulnerable children
			2.2 Promote appropriate child protection mechanisms, child's participation and strengthen children's capacity to protect themselves
3	Child Education	Increased enrolments and retention of 70% of OVCs of schooling going age to attain quality education within primary, secondary and vocational education cycles	3.1 Promote abstinence and strengthen skills amongst teachers, school management and amongst in and out of schools OVC
			3.2 Increased access and retention of vulnerable children in schools
4	Improving Community Health	Increase access to and utilization of preventive and curable health services for 40% of the OVC and their households	4.1 Promote proper nutrition for OVC in homes, schools and other institutions
			4.2 Promote Primary health care education in the OVCs households to access timely immunization, de-worming, ORT and Vitamin a supplementation services;
			4.3 Increase access to and utilization of HIV/AIDS, Malaria preventive information, care and other services for OVC and their households
			4.4 Scale up access to and utilization of safe water, sanitation facilities and secure shelter by orphans and other vulnerable children at households, community and intuitional levels
5	Institutional Development	Effective Uganda Women's Effort to Save Orphans governance structures and other institutional mechanisms in place at national and sub national levels that provide supportive environment to deliver, coordinate and monitor provision of quality services and programmes for OVC	5.1 Improve capacities of governance structures and community mechanism for protection of OVC
			5.2 Enhance effective implementation, coordination, advocacy, communication and referral systems for OVCs
			5.3 Strengthen resource mobilization, utilization and accountability
			5.4 Undertake effective research, Monitoring, Evaluation and strengthen quality assurance in orphans and other vulnerable children services provision

The first 4 components are core and work in concert with respect to the promotion of the survival, development, participation and protection of OVCs in Uganda. The last component of strengthening governance structures and provision of technical support services is intended to building institutional arrangements for sustainable implementation of OVC interventions both within and outside UWESO. Figure 2 below presents a graphical analysis of these inter-component linkages.

Figure I – Graphical Analysis of UWESO OVC Inter-component Linkages



5.2 Vision

“A society where all children live a full life.”

5.3 Mission and Goals

The Mission of UWESO for the medium term (FYs 2016 – 2020) is to:

“Promote the survival, development, participation and protection of OVC in Uganda.”

The Goals to be achieved during the medium term (FYs 2016 – 2020) are;

- Goal 1: Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability.
- Goals 2: Child Protection Goal: Increase access to protection and legal services for 750,000 orphans and other vulnerable children, their caregivers and families/households.
- Goal 3: Expand access to educational services for 750,000 orphans and other vulnerable children and families/households
- Goal 4: Enhance access to essential health services for 750,000 orphans and other vulnerable children, care givers and their households
- Goal 5: Strengthen Uganda Women's Effort to Save Orphans

5.4 Core Values

Figure 2: UWESO Values

- **Passion for Children;**
UWESO is passionate about children and this is a key operational principle for the organization staff and in our selection of partners.
- **Compassion with people-focus.**
Feeling for people that we serve is of utmost importance to us. We are committed to upholding people in high esteem. Our role is one of service since our mandate is derived from the desire to respond to their needs. We seek to express empathy so that we can meet individuals at their point of need.
- **Accountability**
We shall be open and answerable to those that we serve and our stakeholders. This shall be demonstrated by being open to their evaluation of what we do and how we do it;
- **Transparency with Integrity.**
UWESO shall be transparent in its dealing, we shall uphold moral and ethical standards and conduct in the workplace. Staff shall be committed to being open at the workplace in issues of thoughts about the people and work, performance, difference in opinions with a view of furthering the vision of UWESO. Access to relevant information and communication is deemed very important but shall be done with discretion in regards to the safety of OVC we interact with.
- **Professionalism**
UWESO shall seek to reflect a sense of professionalism in all its dealing – internal (staff and organizational practice) and external (stakeholders). UWESO staff shall be committed to their jobs with sincerity, and maintaining professional etiquette and professional ethics in the work place. Decisions made shall be logical and completely unbiased decision making so as to have a basis of a good work environment. UWESO shall stick to the disciplines of the profession resulting in quality work in working with stakeholders.

Source: Strategic Plan 2011/12 – 2015/16

5.5 Strategic Programmes and Activities Framework

5.5.1 Table 7-UWESO Strategic Plan 2015/16 – 2019/20 Outcomes

1	Strategic Objectives	Core Program Area	Expected Outcomes
	Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability	Building Sustainable Livelihoods	70% of OVC and their households are food secure Strengthened economic security of 70% of OVC and their households that meet their short and long term economics needs through sustainable livelihood
2	Increase access to protection and legal services for 750,000 orphans and other vulnerable children, their caregivers and families/households	Child Protection	Increased access to protection and legal services for 70% of orphans and other vulnerable children, their caregivers and families/households
3	Expand access to educational services for 750,000 orphans and other vulnerable children and families/households	Child Education	Increased enrolments and retention of 70% of OVCs of schooling going age to attain quality education within primary, secondary and vocational education cycles
4	Enhance access to essential health services for 750,000 orphans and other vulnerable children, care givers and their households	Improving Community Health	Increase access to and utilization of preventive and curable health services for 40% of the OVC and their households Increase access to and utilization of safe water safe water, sanitation facilities and secure shelter by 40% of orphans and other vulnerable children at households, community and intuitions levels
5	Strengthen Uganda Women's Effort to Save Orphans governance structures and Provision of Technical Support Services that provide supportive environment for a coordinated OVC response	Institutional Development	Effective Uganda Women's Effort to Save Orphans governance structures and other institutional mechanisms in place at national and sub national levels that provide supportive environment to deliver, coordinate and monitor provision of quality services and programmes for OVC

5.5.2 UWESO Strategic Framework for FYs 2015/16 – 2019/20

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/Strategies	Outputs	Interventions	Performance Indicators	Targets	Means of Verification
I Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability	Building Sustainable Livelihoods	70% of OVC and their households are food secure	1.1 To strengthen economic capacities (asset and income growth) of 250,000 OVC and their Households to protect and care for OVC.	UWESO Mapping Report	1.1.1 Map/survey of Livelihood opportunities to inform UWESO design and implementation roll out.	Plan produced	TBD	Report
				OVC households with IGAs with savings and seeking credit	1.1.2 Improve access to and utilization of micro-enterprise savings, loans and credit services for OVC households.	No. of OVC households	100,000	Programme Implementation Reports
				Local employment needs profile	1.1.3 Identify local employment needs and provide relevant vocational and/or non-formal trainings to OVC and their caregivers to improve their skills in entrepreneurship.	No. of OVCs and Caregivers trained	250,000	Training Report and Mid-term Report,
				Non-formal skills development training		No. of OVCs provided with startup tool kits	750	UWESO MIS
				OVC households with savings and physical assets	1.1.4 Promote Savings among OVC households to enhance income and acquisition of assets	No. of OVC households	100,000	Programme Implementation Reports
				Saving Groups Established	1.1.5 Support group based savings schemes for OVC households (e.g. Village loan saving association VSLAs and, SACCOs).	No. and location of Saving Groups	8,500	Programme Implementation Reports
				Small business Fund Portfolios established	1.1.6 Provide funding to support small business activities for older OVC and their caregivers to generate income.	No. Persons reached	750	Fund Status Reports
				Market Info. platform designed and functional	1.1.7 Facilitate access to market information for OVC households to help them sell their products	No. of persons reached with Market Information	250,000	Market Info. Reports from platform
				Savings/Credit Management Tool Kits	1.1.8 Provide tool kits for VSLAs and other community based groups at a reduced cost for OVC and their caregivers who are group based saving schemes for sustainability and sense of ownership.	No. of VSLAs provided with Kits	8,500	Programme Implementation Reports
				CBRPs trained in VSLA	1.1.9 Strengthen Community Based Resource Persons (CBRPs) to mobilize, sensitize and form functional VSLAs.	No. of CBRPs recruited and trained	150	Programme Implementation Reports
	1.2 To expand		Agric. Inputs/Tools and	1.2.1 Provide high quality agricultural	No. of OVC households	125,000	Reports,	

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/Strategies	Outputs	Interventions	Performance Indicators	Targets	Means of Verification
			access to agricultural production and livelihood diversification services for orphans and other vulnerable children, care givers and their households.	implements	inputs/tools, seeds/plantings and stocking materials to OVC households.			Midterm/End Term Evaluation Reports
				OVC households accessing NAADS	1.2.2 Link vulnerable children to relevant agricultural programmes such as NAADS, and advocate for their targeting to enable them access agricultural advisory services.	No. of OVCs	2,000	Reports, Midterm/End Term Evaluation Reports
				OVC households with livelihood diversity programs	1.2.3 Support livelihoods diversity programmes for OVC households	No. of OVC households	125,000	Reports, Midterm/End Term Evaluation Reports
				Food and Other Support Packages distributed	1.2.4 Provide food aid, inputs and other assistance to critically vulnerable OVC and their households	No. of OVCs and households	100,000	Reports, Midterm/End Term Evaluation Reports
		Strengthened economic security of OVC and their households that meet their short and long term economics needs through sustainable livelihood	1.3 To Increase access to Integrated Financial Services (SPM, Financial literacy, Business Skills Training etc) for OVC households.	Functional Micro-finance Linkage program	1.3.1 Support access to business financial services for OVC households through microfinance agencies.	No. of OVCs and households who access services	100,000	Reports, Midterm/End Term Evaluation Reports
				Capacity building programs developed and implemented	1.3.2 Build Capacity of Group Leaders to manage their own groups and funds.	No. of Group Leaders reached		Reports, Midterm/End Term Evaluation Reports
				Enterprise Mentorship programs developed and rolled out	1.3.3 Train Groups in Business management, Financial literacy, on-site Enterprise mentorship and coaching to help OVC Caregivers initiate and sustainably manage their IGAs.	No. of Groups reached	250,000	Reports, Midterm/End Term Evaluation Reports
				Quality Assurance field visits conducted	1.3.4 Provide regular monitoring and Support Supervision to field staff for quality assurance.	No. of field visits conducted and program area covered		
				Functional GOU/VSLA Linkage program	1.3.5 Network with Local Government and other key stakeholders to support in effective community mobilization and VSLA Establishment and linkage to Government Programmes.	No. of Linkages developed and functional	100,000	Reports, Midterm/End Term Evaluation Reports

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/Strategies	Outputs	Interventions	Performance Indicators	Targets	Means of Verification		
				Organisational development Mentorship programs developed/rolled out	1.3.6 Support mature Groups to be registered legal entities and have capacity for self-management of their groups and mobilize additional resources.	No. of mature groups registered	1,500	Registration Certificates		
				Functional VSLA/mobile banking Linkage program	1.3.7 Negotiate with FFIs and Telecom Providers to develop suitable tailored products and link eligible and interested groups to them.	No. of groups using the tailored products				
				OVC Livelihood Capacity building programs developed and implemented	1.3.8 Use VSLA Platform to integrate cross-cutting critical trainings /services like GALS, Good Governance, and Peace Building, HIV/AIDS etc.	No. of groups reached	150	Training report		
2	Increase access to protection and legal services for 750,000 orphans and other vulnerable children, their caregivers and families/households	Child Protection	Increased access to protection and legal services for 70% of orphans and other vulnerable children, their caregivers and families/households	2.1 Undertake direct provision of legal and protection services for orphans and other vulnerable children	Rehabilitation and reintegration services rolled out	2.1.1 Provide appropriate rehabilitation and reintegration services to children in contact with the law	No. Juveniles rehabilitated/re-integrated	1,000	Reports, Mid/End Term Evaluations Rpts	
							No. of OVCs enrolled/graduated at MCV or MUTI	750	Training Certificates and Reports	
					Program developed resourced and rolled out	2.1.2 Promote and support the institution of fit persons and Community Based Interventions as alternatives to incarceration of children in contact with the law	Program approved/rolled out. No. of Juveniles reached.		Reports, Mid/End Term Evaluations Reports	
					Juvenile case management capacity of the community leaders enhance	2.1.3 Promote and build capacity of community justice systems to handle minor cases in accordance with provisions of the law	-Approved Protocols -No. of community leaders reached	500	Reports, Mid/End Term Evaluations Reports	
					2.2 Promote appropriate child protection mechanisms, child's participation and strengthen children's capacity to protect	OVC empowerment sensitisation training/IEC programs developed/rolled out	2.2.1 Empower children with knowledge and skills to enable them prevent and/or report violence, abuse and exploitation	No. of Children reached		
						OVC empowerment sensitization/IEC programs developed/rolled out	2.2.2 Promote peer support approaches among children to foster child to child protection	No. of IEC materials developed/disseminated	50,000	Sets of materials
						OVC empowerment sensitization programs	2.2.3 Promote child participation schemes initiated by children and or	No. of OVC households reached	5,000	M&E Reports
						No. of Children reached				

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/Strategies	Outputs	Interventions	Performance Indicators	Targets	Means of Verification
			themselves.	developed/rolled out	adults			
				Community sensitization programs developed/rolled out	2.2.4 Advocate for child protection and access to legal redress in UWESO operational areas	No. of Community Leaders Reached	500	M&E, Mid/End Term Reports
3	Expand access to educational services for 750,000 orphans and other vulnerable children and families/house holds	Child Education	Increased enrolments and retention of 70% of OVCs of schooling going age to attain quality education within primary, secondary and vocational education cycles	3.1 Promote abstinence and strengthen skills amongst teachers, school management and amongst in and out of schools OVC	OVC-mainstreamed teacher training curriculum	3.1.1 Advocate for and support curriculum review for teacher training to include issues of OVC	No. of Advocacy Events held/ Actions taken	
				OVC follow and support Refresher course programmes developed and implemented	3.1.2 Support refresher courses for teachers, SMCs and other significant players to equip them with skills to identify, guide, follow-up and support OVC	No. of Teachers and SMCs reached	150	M&E, Mid/End Term Reports
				OVC Parents sensitized on parenting	3.1.3 Improve parenting skills for the families with children under the age of 06 years.	No. of OVC parents reached	8,000	M&E, Mid/End Term Reports
				OVC Parents sensitized on immunisation	3.1.4 Sensitization and mobilizations of care givers and community to take children under age of 06 for immunization against killer diseases	No. of OVC parents reached	8,000	M&E, Mid/End Term Reports
				PTAs and SMCs with HIV/AIDS OVC management knowledge	Mobilize parent-teacher associations and school management committees to support OVCs affected by HIV and AIDS in the school	No. of PTAs and SMCs meetings organised	120	M&E, Mid/End Term Reports
				Rationalised Children Referral System (guidelines, forms, info. Materials)	3.1.6 Strengthen the referral system for the services needed by children below age of 6 years	No. of Children Referrals achieved		
				Trained Adult OVC Artisans	3.1.7 Provide artisan training to adult OVCs	No. of Adult OVCs given Artisan Skills	3,000	M&E, Mid/End Term Reports
				Youth Life skilling Program developed and rolled out	3.1.8 Promote abstinence and life skills amongst in and out of schools youths	No. of Youth Life Skills Groups formed	40	M&E, Mid/End Term Reports
			3.2 Increased access and retention of vulnerable children in schools	IEC programme developed and disseminated	3.2.1 Promote campaigns for enrolment of all vulnerable groups such as working children and encourage caregivers to help children stay in school	No. of vulnerable children and Care givers sensitised	8,000	M&E, Mid/End Term Reports
				Reintegrated Children in	3.2.2 Support reintegration of children	No. of children re-	1,000	M&E, Mid/End

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/Strategies	Outputs	Interventions	Performance Indicators	Targets	Means of Verification	
				Schools	affected by armed conflict in schools and promote their retention	integrated		Term Reports	
				School Environment Safety/Security promotion program developed and rolled out	3.2.3 Promote a supportive and caring school environment, where children feel safe and secure	No. of designated centres with child-friendly facilities	20	M&E, Mid/End Term Reports	
				OVCs supported	3.2.4 Provide OVC with scholastic materials, uniforms and school fees	No. of OVC's supported	8,000	M&E, Mid/End Term Reports	
				SNE OVCs supported	3.2.5 Provide appropriate assistive devices, (based on assessed needs) to OVC with special needs	SNE OVCs supported			
				Teachers and SMCs with vulnerable and psychosocial support management capacity	3.2.6 Build the capacity of the teachers and Schools governance with skills to provide guidance and support to vulnerable and psychosocial support.	No. of Teachers and SMCs trained	150	M&E, Mid/End Term Reports	
				Recreational Activities Rolled out in OVC Communities	3.2.7 Promote recreational activities and participation of orphans and other vulnerable children	No. of recreational activities	150	UWESO MIS, Reports	
			No. of recreational equipment provided to schools			750	UWESO MIS, Reports		
			No. of structures built to improve school environ.			50	UWESO MIS, Reports		
				Child Protection-oriented committees formed and sensitised	3.2.8 Form school governance committees focusing on integrating child protection issues in routine programs	No. SMCs oriented to child protection.	150	M&E, Mid/End Term Reports	
4	Enhance access to essential health services for 750,000 orphans and other vulnerable children, care givers and their households	Improving Community Health	Increase access to and utilization of preventive and curable health services for 40% of the OVCs and their households	4.1 Promote proper nutrition for OVC in homes, schools and other institutions	Diet diversification, supplementation and fortification kit developed and disseminated	4.1.1 Promote diet diversification, supplementation and fortification for children in households and institutions (children's homes, schools)	No. of OVC/OVC households which received food support	10,000	UWESO MIS, Reports
					Child Nutrition IEC materials developed and disseminated	4.1.2 Support Community education and sensitization programs on proper nutrition for children including training in food handling, preparation and storage	No. of sets of IEC materials disseminated	1,000	UWESO MIS, Reports
					Nutrition and basic health care training	4.1.3 Train communities, CBTs and other duty bearers in nutrition	No. of OVC/OVC households reached	100,000	UWESO MIS, Reports

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/Strategies	Outputs	Interventions	Performance Indicators	Targets	Means of Verification
				program developed /implemented	monitoring and basic health care practices			
			4.2 Promote Primary health care education in the OVCs households to access timely immunization, de-worming, ORT and Vitamin a supplementation services;	Functional CBTs in all UWESO project areas	4.2.1 Establish CBTs in places where they do not exist	No. of CBTs Established	150	UWESO MIS, Reports
				Mobilisation and support programs developed, facilitated and rolled out	4.2.2 Mobilize and support community mechanisms (e.g. CBTs and child protection committees) to ensure that OVC in the community access timely immunization, de-worming, ORT and Vitamin A supplementation services	No. of OVCs receiving services	10,000	UWESO MIS, Reports
				OVC CCM Advocacy program developed and disseminated	4.2.3 Advocate and lobby to make OVC a key priority and target group for community based Teams and Community Case Management (CCM)	No. of advocacy events held/ actions taken	10	Event Reports
				PMTCT promotional IEC program developed and rolled out.	4.2.4 Promote friendly PMTCT services to teenage mothers	No. of Teenage Mothers accessing PMCT services		UWESO MIS, Reports
			4.3 Increase access to and utilization of HIV/AIDS, Malaria preventive information, care and other services for OVC and their households	Information materials developed and disseminated	4.3.1 Provide information about HIV and AIDS to school heads, teachers, OVC and Households.	No. of sets of Info. Materials disseminated	50,000	Info. Materials Set, UWESO MIS, Reports
				IEC program developed and rolled out	4.3.2 Enhancing behavior change for HIV, malaria prevention and other communicable diseases' interventions.	No. of Sets of IEC materials disseminated	50,000	Info. Materials Set, UWESO MIS, Reports
				Signed MOUs and facilitative resources provided to HCs	4.3.3 Promote establishment of a referral directory and centralized mechanisms for medical services	No. of Referral Directories/mechanism established	20	UWESO MIS, Reports
				Signed linkage MOUs and facilitative resources provided to health service delivery organizations	4.3.4 Establish linkage mechanisms with health service delivery organizations for HIV, malaria and other communicable diseases management and Access for OVC and their households.	No. of persons reached, specifically targeting OVC with malaria interventions	8,000	UWESO MIS, Reports
				IGAs provided to PLWAs	4.3.5 Design and implement special programs for Income enhancement for people living with HIV (PLWAs);	-No. of programs designed and implemented	5	Program documents, UWESO Reports
				Stakeholders sensitized on malaria interventions for OVCs	4.3.6 Raise awareness amongst stakeholders to specifically target OVCs with malaria interventions	No. of OVC reached	8,000	Workshop Reports, UWESO MIS/Reports

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/Strategies	Outputs	Interventions	Performance Indicators	Targets	Means of Verification
				LLITNs procured and distributed through partnerships with MoH/ other health management agencies	4.3.7 promote free access to long lasting Insecticide treated nets (LLITNs) to Target OVC households and promote indoor residual spraying according to national guidelines	No. of LLITNs distributed to OVC households	1,000	Implementation Reports
				IEC program on ICCM health education developed and rolled out	4.3.8 provide health education (HE) on HIV and malaria in the context of Integrated Community Case Management (ICCM) to Target heads of OVC households	No. of households sprayed thro indoor residual spraying	10,000	Implementation Reports, UWESO MIS
				IEC program on Nutrition provision developed and rolled out	4.3.9 Promote capacity building of communities with respect to nutrition provision to children;	-No. of HE sensitization events held. -No. of OVC households covered		Event Reports, UWESO MIS
				IEC materials developed and disseminated	4.3.10 Promote parenting and management of childhood illnesses, pediatric HIV management	No. of sets of Info. Materials disseminated	50,000	Info. Materials Set, UWESO MIS, Reports
		Increase access to and utilization of safe water safe water, sanitation facilities and secure shelter by orphans and other vulnerable children at households, community and intuitions levels	4.4 Scale up access to and utilization of safe water, sanitation facilities and secure shelter by orphans and other vulnerable children at households, community and intuitional levels	Safe water sources in communities and schools installed	4.4.1 Install safe water sources in communities and schools; with clear systems for sustainable maintenance	No. of water sources protected.	30	UWESO MIS, Reports
				Safe water vessels and water treatment kits distributed	4.4.2 Provide safe water vessels and water treatment kits to OVC households	No. of safe water vessels/water treatment kits distributed	10,000	UWESO MIS, Reports
				Environmentally friendly pit latrines and hand washing facilities	4.4.3 Promote construction of environmentally friendly pit latrines and hand washing facilities with maintenance mechanisms	No. of Friendly pit latrines and hand washing facilities established	30	UWESO MIS, Reports
				Economically Empowered Caregivers	4.4.4 Strengthen caregivers' capacity to construct and maintain low cost, descent, durable and secure shelter	No. of Caregiver Empowered	1,000	UWESO MIS, Reports
				Trained Water User Management Committees (WUCs)	4.4.5 Establish and train management of safe water sources accessible to communities.	No. of WUCs established	40	UWESO MIS, Reports
						No. of trained WUCs	70	UWESO MIS, Reports
5 Strengthen Uganda Women's Effort to Save Orphans	Institutional Development	Effective Uganda Women's Effort to Save Orphans	5.1 Improve capacities of governance structures and community	Technical Support Sessions held	5.1.1 Provide technical support to CSOs, Government and other stakeholders on OVC issues.	No. of Community Councils, Leaders trained in OVC and child rights	150	UWESO MIS, Reports
				Training coursed developed & delivered	5.1.2 Develop and provide training courses on issues of OVC	No. technical persons trained	150	UWESO MIS, Reports

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/Strategies	Outputs	Interventions	Performance Indicators	Targets	Means of Verification	
governance structures and Provision of Technical Support Services that provide supportive environment for a coordinated OVC response		governance structures and other institutional mechanisms in place at national and sub national levels that provide supportive environment to deliver, coordinate and monitor provision of quality services and programmes for OVC	mechanism for protection of OVC	MOU signed with partners	5.1.3 Develop partnerships with community structures and other organization to implement thematic interventions for OVC	-No of MOUs signed -No. of partnership actions implemented	20	UWESO MIS, Reports	
				Efficient Governance Structures	5.1.4 Build capacity of UWESO government structures (offices, BEC, CBTs etc) for effective delivery of OVC services	No. of governance capacity development events held	750	Training certificates issued, Training Reports	
				MOUs and facilitative resources to partner with GOU MDAs	5.1.5 Strengthen enforcement of child protection laws	No. of Households/Caregiver trained in child protection and OVC support	250,000	Training certificates issued, Training Reports	
				Rationalised VSA guidelines, structures and network	5.1.6 Review VSLA guidelines, services delivery structures and network in the community	Revised approved VSLA guidelines			
			5.2 Enhance effective implementation, coordination, advocacy, communication and referral systems for OVCs	Functional NOSC, DOVCCs, SOVCCs, and POVCCs formed and facilitated	5.2.1 Support the formation and/or operationalization of national, district, sub-county and parish OVC committees (NOSC, DOVCC, SOVCC, and POVCC)	No. of district structures supported to form and/or operationalise committees	20	UWESO MIS, Reports	
						No. of national, district, sub-county and parish committees formed	20	UWESO MIS, Reports	
				MOUs and Coordination Framework	5.2.2 Promote and strengthen intra and inter-sectoral coordination on OVC	-No of Signed MOUs -Approved coordination framework			Signed MOUs
						No. of intra and inter sectoral coordination meetings	40	Minutes of Meetings	
				OVC Support Services Updated Status And Profile	5.2.3 Conduct periodic mapping exercises on support services for OVC to enable effective coordination and referral	No. of OVC Mapping exercises conducted	5	Mapping Reports	
				Functional media and advocacy plan developed/ implemented	5.2.4 Promote media coverage of OVC issues	No. and nature of Media events held			
Functional UWESO OVC MIS website	5.2.5 Update and make fully functional the UWESO OVC MIS website	Functional MIS Website	1	MIS Website					
National Advocacy and Communication Strategy	5.2.6 Support Development and implementation of National Advocacy	Approved functional Strategy	1	Strategy Document					

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/Strategies	Outputs	Interventions	Performance Indicators	Targets	Means of Verification
				for OVC	and Communication Strategy for OVC			
			5.3 Strengthen resource mobilization, utilization and accountability	Functional Resource Mobilization Strategy (RMS)	5.3.1 Formulate and implement a UWESO resource mobilization strategy	Approved RMS	1	RMS Document
				RM training program developed and delivered	5.3.2 Train and mentor the organizational governments (OMs) in resource mobilization	No. of RM Trainings	5	Training Reports
				RMS presentations & funding proposals roll out to donors	5.3.3 Advocate for more resources to support structures responsible for vulnerable children	No. of Persons trained	50	Training Reports
						No. of Funding Proposals submitted	20	Funding Proposals
			5.4 Undertake effective research, Monitoring, Evaluation and strengthen quality assurance in orphans and other vulnerable children services provision	Functional OVC M&E plan disseminated and in use	5.4.1 Develop, disseminate and implement the Uganda Women's Effort to Save Orphans OVC M&E plan	Developed and Approved M&E Plan	1	M&E Plan
				-Trained OVC MIS Users -OVC-MIS Technical support	5.4.2 Provide technical support for the implementation of the OVC-MIS	-No. Staff trained	50	Training Report
						-MIS Support staff	No. of quarterly reports submitted to MoGLSD	20
				OVC guidelines, standards and technical resource materials in use	5.4.3 Facilitate Rolling out OVC guidelines, standards and technical resource materials at all levels	No. of sets of materials disseminated		
				joint monitoring and support supervision visits conducted	5.4.4 Conduct joint monitoring and support supervision	No. of monitoring and support supervision visits	8	Field Reports, UWESO M&E Reports
				Research studies on topical OVC issues	5.4.5 Promote operational and conventional research and documentation on OVC issues	No. of research studies undertaken	5	Research Reports
						Research dissemination plan developed/implemented	1	Plan
				Trained OVC management cadres	5.4.6 Provide training to implementers in technical skills for handling children	No. of OVC Management Cadres trained		Training Reports, UWESO Reports

6.0 Strategic Programmes Descriptive Outline

6.1 Component I: Building Sustainable Livelihoods

Goal: Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability.

1. *To strengthen economic capacities (asset and income growth) of 250,000 OVC and their Households to protect and care for OVC.*
 - ✓ *Map /survey of Livelihood opportunities to inform UWESO design and implementation roll out.*
 - ✓ *Promote Savings among OVC households to enhance income and acquisition of assets*
 - ✓ *Support group based savings schemes for OVC households (e.g. Village loan saving association VSLAs and, SACCOs).*
 - ✓ *Improve access to and utilization of micro enterprise savings, loans and credit services for OVC households.*
 - ✓ *Identify local employment needs and provide relevant vocational and/or non-formal trainings to OVC and their caregivers to improve their skills in entrepreneurship.*
 - ✓ *Provide funding to support small business activities for older OVC and their caregivers to generate income.*
 - ✓ *Facilitate access to market information for OVC households to help them sell their products*
 - ✓ *Provide tool kits for VSLAs and other community based groups at a reduced cost for OVC and their caregivers who are group based saving schemes for sustainability and sense of ownership.*
 - ✓ *Strengthen Community Based Resource Persons to mobilize, sensitize and form functional VSLAs.*

2. *To Increase access to Integrated Financial Services (SPM, Financial literacy, Business Skills Training etc) for OVC households.*
 - ✓ *Support access to business financial services for OVC households through microfinance agencies.*
 - ✓ *Build Capacity of Group Leaders to manage their own groups and funds.*
 - ✓ *Train Groups in Business management, Financial literacy, onsite Enterprise mentorship and coaching to help OVC Caregivers initiate and sustainably manage their IGAs.*
 - ✓ *Provide regular monitoring and Support Supervision to field staff for quality assurance.*
 - ✓ *Network with Local Government and other key stakeholders to support in effective community mobilization and VSLA Establishment and linkage to Government Programmes.*
 - ✓ *Support mature Groups to be registered legal entities and have capacity for self-management of their groups and mobilize additional resources.*
 - ✓ *Negotiate with FFIs and Telecom service Providers to develop suitable tailored products and link eligible and interested groups to them.*
 - ✓ *Use VSLA Platform to integrate cross-cutting critical trainings /services like GALS, Good Governance, and Peace Building, HIV/AIDS etc.*

3. *To expand access to agricultural production and livelihood diversification services for orphans and other vulnerable children, care givers and their households.*
 - ✓ *Provide high quality agricultural inputs/tools, seeds/plantings and stocking materials to OVC households.*
 - ✓ *Link vulnerable children to relevant agricultural programmes such as NAADS, and advocate for their targeting to enable them access agricultural advisory services.*
 - ✓ *Support livelihoods diversity programmes for OVC households*
 - ✓ *Provide food aid, inputs and other assistance to critically vulnerable OVC and their households*

6.2 Component 2: Child Protection and Education

6.2.1 Child Protection

Goal: Increase access to protection and legal services for 750,000 orphans and other vulnerable children, their caregivers and families/households.

- 1. Undertake direct provision of legal and protection services for orphans and other vulnerable children**
 - ✓ *Support service providers (e.g. Child and Family Protection Unit of police, Probation and Social Welfare Officers and Family and Children Courts) to manage cases of child rights violations.*
 - ✓ *Implement programmes for prevention and response to child abuse and neglect.*
 - ✓ *Withdraw and provide appropriate rehabilitation and reintegration services to street children and other children who are experiencing abuse and exploitation*
 - ✓ *Raise awareness about the dangers of engaging children in hazardous work and implement programmes for their withdrawal, rehabilitation and reintegration in the community*
 - ✓ *Promote birth registration and encourage parents to pass on birth certificates and title deeds to their children*
 - ✓ *Provide children with a child friendly mechanism for reporting incidents of abuse by making the national child helpline operational*
 - ✓ *Provide legal education and increase awareness of rights of OVC, available services, and reporting mechanisms*
 - ✓ *Support community groups and informal actors at village level to monitor and protect children at risk (of neglect, child labour, sexual exploitation and other forms of abuse)*
 - ✓ *Strengthen enforcement of child protection laws at community level.*
- 2. Promote appropriate child protection mechanisms, child's participation and strengthen children's capacity to protect themselves**
 - ✓ *Provide appropriate rehabilitation and reintegration services to children in contact with the law*
 - ✓ *Promote and support the institution of fit persons and Community Based Interventions as alternatives to incarceration of children in contact with the law*
 - ✓ *Promote and build capacity of community justice systems to handle minor cases in accordance with provisions of the law*
 - ✓ *Empower children with knowledge and skills to enable them prevent and/or report violence, abuse and exploitation*
 - ✓ *Promote peer support approaches among children to foster child to child protection*
 - ✓ *Promote child participation schemes initiated by children and or adults*
 - ✓ *Advocate for child protection and access to legal redress in UWESO operational areas*

6.2.2 Promotion of Education For OVCs

Goal: Expand access to educational services for 750,000 orphans and other vulnerable children and families/households

1) **Promote abstinence and strengthen skills amongst teachers, school management and amongst in and out of schools OVC**

- ✓ Advocate for and support curriculum review for teacher training to include issues of OVC
- ✓ Support refresher courses for teachers, SMCs and other significant players to equip them with skills to identify, guide, follow-up and support OVC, (including the skills to tackle stigma and discrimination)
- ✓ Improve parenting skills for the families with children under the age of 06 years.
- ✓ Sensitization and mobilizations of care givers and community to take children under age of 06 for immunization against killer diseases
- ✓ Mobilize parent–teacher associations and school management committees to support OVC affected by HIV and AIDS in the school
- ✓ Strengthen the referral system for the services needed by children below age of 6 years
- ✓ Provide artisan training to adult OVCs
- ✓ Promote abstinence and life skills amongst in and out of schools youths

2) **Increased access and retention of vulnerable children in schools**

- ✓ Promote campaigns for enrolment of all vulnerable groups such as working children and encourage caregivers to help children stay in school
- ✓ Support reintegration of children affected by armed conflict in schools and promote their retention
- ✓ Promote a supportive and caring school environment, where children feel safe and secure
- ✓ Provide OVC with scholastic materials, uniforms and school fees
- ✓ Provide appropriate assistive devices, (based on assessed needs) to OVC with special needs
- ✓ Build the capacity of the teachers and Schools governance with skills to provide guidance and support to vulnerable and psychosocial support.
- ✓ Promote recreational activities and participation of orphans and other vulnerable children
- ✓ Form school governance committees focusing on integrating child protection issues in routine programs

6.3 Improving Community Health

Goal: enhance access to essential health services for 750,000 orphans and other vulnerable children, care givers and their households

1) **Promote proper nutrition for OVC in homes, schools and other institutions**

- ✓ Promote diet diversification, supplementation and fortification for children in households and institutions (children's homes, schools)

- ✓ Support Community education and sensitization programs on proper nutrition for children including training in food handling, preparation and storage
 - ✓ Train communities, CBTs and other duty bearers in nutrition monitoring and basic health care practices.
- 2) **Promote Primary health care education in the OVCs households to access timely immunization, de-worming, ORT and Vitamin a supplementation services;**
- ✓ Establish CBTs in places where they do not exist
 - ✓ Mobilize and support community mechanisms (e.g. CBTs and child protection committees) to ensure that OVC in the community access timely immunization, de-worming, ORT and Vitamin A supplementation services
 - ✓ Advocate and lobby to make OVC a key priority and target group for community based Teams and Community Case Management (CCM)
 - ✓ Promote friendly PMTCT services to teenage mothers
- 3) **Scale up access to and utilization of safe water, sanitation facilities and secure shelter by orphans and other vulnerable children at households, community and intuitional levels**
- ✓ Install safe water sources in communities and schools; with clear systems for sustainable maintenance
 - ✓ Provide safe water vessels and water treatment kits to OVC households
 - ✓ Promote construction of environmentally friendly pit latrines and hand washing facilities with maintenance mechanisms
 - ✓ Strengthen caregivers' capacity to construct and maintain low cost, descent, durable and secure shelter
 - ✓ Establishment and train management of safe water sources accessible to communities.
- 4) **Increase access to and utilization of HIV/AIDS, Malaria preventive information, care and other services for OVC and their households**
- ✓ Provide information about HIV and AIDS to school heads, teachers, OVC and Households.
 - ✓ Enhancing behavior change IEC material for HIV, malaria prevention and other communicable diseases' interventions.
 - ✓ Promote establishment of a referral directory and centralized mechanisms for medical services
 - ✓ Establish linkage mechanisms with health service delivery organizations for HIV, malaria and other communicable diseases management and Access for OVC and their households.
 - ✓ Design and implement special programs for Income enhancement for people living with HIV;
 - ✓ Raise awareness amongst stakeholders to specifically target OVC with malaria interventions

- ✓ *promote free access to long lasting Insecticide treated nets (LLITNs) to Target OVC households and promote indoor residual spraying according to national guidelines*
- ✓ *provide health education on HIV and malaria in the context of Integrated Community Case Management (ICCM) to Target heads of OVC households*
- ✓ *Promote capacity building of communities with respect to nutrition provision to children;*
- ✓ *Promote parenting and management of childhood illnesses, pediatric HIV management*

6.4 Institutional Development

Goal: Strengthen Uganda Women's Effort to Save Orphans governance structures and promote Provision of coordinated Technical Support Services and supportive environment in OVC response.

1) **Objective 1: Improve capacities of governance structures and community mechanism for protection of OVC**

- ✓ *Provide technical support to CSOs, Government and other stakeholders on OVC issues.*
- ✓ *Develop and provide training courses on issues of OVC*
- ✓ *Developed partnerships to community structures and other organization to implement thematic interventions for OVC(# of MOU signed with partners)*
- ✓ *Build capacity of UWESO government structures (offices, BEC, CBTs etc) for effective delivery of OVC services*
- ✓ *Strengthen enforcement of child protection laws*
- ✓ *Review VSLA guidelines, services delivery structures and network in the community*

2) **Objective 2: Enhance effective implementation, coordination, advocacy, communication and referral systems for OVCs**

- ✓ *Support the formation and/or operationalization of national, district, sub-county and parish OVC committees (NOSC, DOVCC, SOVCC, and POVCC)*
- ✓ *Promote and strengthen intra and inter-sectoral coordination on OVC*
- ✓ *Conduct periodic mapping exercises on support services for OVC to enable effective coordination and referral*
- ✓ *Promote media coverage of OVC issues*
- ✓ *Update and make fully functional the UWESO OVC MIS website*
- ✓ *Support Development and implementation of National Advocacy and Communication Strategy for OVC*

3) **Objective 3: Strengthen resource mobilization, utilization and accountability**

- ✓ *Formulate and implement a UWESO resource mobilization strategy*
- ✓ *Train and mentor the organizational governments in resource mobilization*
- ✓ *Advocate for more resources to support structures responsible for vulnerable children*

- 4) Objective4: Undertake effective research, Monitoring, Evaluation and strengthen quality assurance in orphans and other vulnerable children services provision**
- ✓ *Develop, disseminate and implement the Uganda Women's Effort to Save Orphans OVC M&E plan*
 - ✓ *Provide technical support for the implementation of the OVC-MIS*
 - ✓ *Facilitate Rolling out OVC guidelines, standards and technical resource materials at all levels*
 - ✓ *Conduct joint monitoring and support supervision*
 - ✓ *Promote operational and conventional research and documentation on OVC issues*
 - ✓ *Provide training to implementers in technical skills for handling children*

7.0 Monitoring and Evaluation

7.1 Monitoring and Evaluation Objectives

Performance indicators for assessment of monitoring and evaluation of UWESO's performance with respect to all the strategies, outcomes, planned activities and outputs have been defined as part of the UWESO's Monitoring and Evaluation Framework provided as Appendix 2 below.

The monitoring, evaluation and control action framework for the UWESO strategic plan is anticipated to achieve the following;

- Track the implementation of scheduled activities over the strategic planning period;
- Ascertain whether resources earmarked for the implementation of the scheduled activities suffice and are delivering what they were planned to deliver;
- Assess whether the expected outcomes from the strategies are being realized from the implementation process;
- Establish whether there are any un-anticipated challenges that might have cropped up and seek ways of how best to address them;
- Evaluate whether envisaged outputs from the activities (at the operational level) are actually being realised to provide the assurance that the outcomes on the strategies shall be achieved; and,
- Ascertain whether the institutional capacity in terms of facilities, logistics, human resources and financial resources are adequate to enable it realize its vision and goals;

7.2 Monitoring and Evaluation Processes To Be Adopted

The routine monitoring and evaluation tools to be used shall entail the following;

- (i) Ensuring effective management supervision supported by weekly/monthly performance review meetings by the Management Team and quarterly Performance Review Meetings by all staff.
- (ii) Regular support supervision and monitoring of UWESO service delivery structures at regional, district, sub-county and grass root level through field visits and consultations at these levels. This shall be evidenced by field reports based on report formats to be developed for this purpose.
- (iii) Regular UWESO Board supervision through holding of quarterly meetings;
- (iv) Regular and periodic stakeholders Review Meetings;
- (v) Annual Joint Retreats of UWESO board, Management and staff;
- (vi) Annual Audits;
- (vii) Mid –Term Evaluation

8.0 Leadership, Coordination and Implementation Arrangements

8.1 Objectives

Management of the implementation of this Strategic Plan will be guided by a clear allocation of roles and responsibilities for implementing all planned activities, with reporting lines running hierarchically (bottom-up) through the organization.

The core parties to the implementation of the Strategic Plan with who UWESO shall have regular engagement shall include policy stakeholders, CSOs participating in OVC service delivery, Development Partners and UWESO service delivery structures at regional, district, sub-county and community grass root levels. Information sharing and formation of task and cross-functional teams shall also done with respect to the implementation of cross-cutting activities involving public relations and policy advocacy, working with relevant Government Ministries, Departments and Agencies (MDAs) both within and outside the social development sector.

8.2 Implementation Roles and Responsibilities

1. The Board of Directors of UWESO shall approve the strategic plan, participate actively in resource mobilisation and oversee the implementation of the plan. It shall also give strategic direction by approving policies, procedures and resources for the implementation of Plan.
2. The Chief Executive Officer shall be accountable to the Board of Directors, for the implementation of the Strategic Plan.
3. The key functions of UWESO, headed by the respective Heads of Departments shall extract the priority strategies from the strategic plan and use them to develop detailed work plans to be implemented under their leadership. The work plans will ultimately cascade to section/unit and individual level work plans/work schedules along the service delivery chain of the structure respectively for the systematic implementation of the strategic plan.
4. For activities whose implementation requires goods and services which have to be outsourced, the goods and services shall be procured by the Contracts Committee or its delegated authority and the coordination of the utilisation of the goods or services done by the user departments.
5. Task teams may also be formed to address one-off activities of a strategic nature, which call for participatory action.

The key outcome from the implementation of the strategic plan shall be to implement UWESO's provision of OVC services in line with its Vision and Mission.

8.2 The Monitoring and Evaluation Framework

This shall guide the implementation of the Strategic Plan as annual segments of the plan are extracted, worked out into detailed annual work plans by the responsible departments for implementation. The framework shall guide both the formulation of the work plans and their subsequent implementing and monitoring. The detailed monitoring and evaluation framework is

provided as Appendix 2 to the Strategic Plan.

9.0 Financing

9.1 Strategic Programmes Projected Financing Requirements

Strategic Objective		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total
1	Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability	3,500	3,004	3,182	3,016	3,182	15,885
2	Increase access to protection and legal services for orphans and other vulnerable children, their caregivers and families/households	951	951	951	951	951	4,756
3	Expand access to educational services for orphans and other vulnerable children and families/households	2,316	2,316	2,316	2,316	2,316	11,578
4	Enhance access to essential health services for orphans and other vulnerable children, care givers and their households	5,433	5,433	5,433	5,433	5,433	27,163
5	Strengthen UWESO's governance structures and Provision of TSS that provide support for a coordinated OVC response	2,624	1,730	2,002	1,730	2,002	10,086
Total		14,823	13,433	13,883	13,445	13,883	69,468

The estimated cost of implementation of the Strategic Plan will be in the range of UGX 13 – 14 billions per year over the 5-year plan period.

It is hoped that when the Strategic Plan is marketed to the policy and donor stakeholders, the stakeholders shall identify strategic programmes of preference for special funding especially capacity building activities for both human resources and structures necessary for improving and subsequently sustaining OVC service delivery.

The detailed indicative strategic programmes budget is provided as Appendix I to the Strategic Plan.

9.2 Operational Expenditures Projected Financing Requirements

Operational expenditures will be incurred to support the implementation of the strategic programmes. The operational expenditure budget is estimated to rise from UGX 3.62 billion in year 1 to UGX 5.8 billion by year 5. The budget line analysis of the projected operational expenditure estimates are presented in the table below.

Programmes, Sub-programmes and Sub-sub-programmes	Base Line (2015)	Timeline (Yrs) and Budget (MShs)					Total (MShs)
		1	2	3	4	5	
Payroll Costs	1574	1,731	1,905	2,095	2,304	2,535	10,570
Head Office Administration and Office Expenses	2,038	2,242	2,466	2,713	2,984	3,282	3,610
(a) Office of the CEO	216	238	261	287	316	348	1,451
(b) Audit Department	50	55	61	67	73	81	336
(c) Finance Department	28	31	34	37	41	45	188
(d) Human Resource Department	142	156	172	189	208	229	954
(e) Administration Department	215	237	260	286	315	346	1,444
(f) Communication and Advocacy	143	157	173	190	209	230	960
(g) Information and Communication Technology	94	103	114	125	138	151	631
(h) Resource Mobilisation Department	181	199	219	241	265	292	1,216
(i) Technical Support Services	441	485	534	587	646	710	2,962
(j) Masulita Children's Village	528	581	639	703	773	850	3,546
Total	3,612	3,973	4,371	4,808	5,288	5,817	14,181

Annual Increment to cater for Inflation 10%

10.0 Conclusions

The effective implementation of this Strategic Plan will greatly hinge on UWESO's drive for resource mobilization. Development and subsequent implementation of a Resource Mobilization Strategy (RMS) should follow immediately.

UWESO will focus on its core business of OVC. However since the holistic provision of OVC services requires education, livelihood and health service interventions which are best provided by other Government Ministries, Departments, Agencies and other Civil Society Organisations, UWESO will develop service delivery linkage partnerships with these service providers to ensure that this holistic provision of OVC services is achieved. Where utilization of these third party service deliver structures and resources is not possible for example for remote locations of UWESO's project areas where there is high vulnerability of OVCs with high limitations of access to education, livelihood and health services, special interventions will be programmed and resources mobilized as sponsorships and grants on a project basis to provide them.

Provision of Technical Support Services is expected to transform UWESO into an accredited centre of OVC best practices, able to take a lead in influencing the implementation of holistic OVC services in the social sector.

A careful review and revision of the UWESO structure is necessary with a key emphasis on the following; (i) Strengthening the service delivery structures at the grass root through continuous capacity building and facilitation to sustain the enthusiasm of the volunteer network, establishing a strong fundraising and resource mobilization function in the institutional structure and building the capacity of the Technical Support Services unit.

The detailed monitoring and evaluation framework is provided as Appendix 2 to this report.

Appendix I - Strategic Programmes Indicative Implementation Timelines and Budgets

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)
							1	2	3	4	5	
I Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability	Building Sustainable Livelihoods	70% of OVC and their households are food secure	1.1 To strengthen economic capacities (asset and income growth) of 250,000 OVC and their Households to protect and care for OVC.	UWESO Mapping Report	1.1.1 Map/survey of Livelihood opportunities to inform UWESO design and implementation roll out.	Plan produced	165					165
				OVC households with IGAs with savings and seeking credit	1.1.2 Improve access to and utilization of micro enterprise savings, loans and credit services for OVC households.	No. of OVC households	163	163	163	163	163	816
				Local employment needs profile	1.1.3 Identify local employment needs and provide relevant vocational and/or non-formal trainings to OVC and their caregivers to improve their skills in entrepreneurship.	No. of OVCs and Caregivers trained	141					141
				Non-formal skills development training		No. of OVCs provided with start-up tool kits	264	264	264	264	264	1,320
				OVC households with savings and physical assets	1.1.4 Promote Savings among OVC households to enhance income and acquisition of assets	No. of OVC households	182	170	170	182	170	874
				Established Saving Groups	1.1.5 Support group based savings schemes for OVC households (e.g. Village loan saving association VSLAs and, SACCOs).	No. and location of Saving Groups	282	103	282	103	282	1,052
				Small business Fund Portfolios established	1.1.6 Provide funding to support small business activities for older OVC and their caregivers to generate income.	No. of persons reached	450	450	450	450	450	2250
				Functional UWESO Market Info. platform	1.1.7 Facilitate access to market information for OVC households to help them sell their products	No. of persons reached with Market Info.	110	110	110	110	110	552

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)
							1	2	3	4	5	
				Savings/Credit Management Tool Kits	1.1.8 Provide tool kits for VSLAs and other community based groups at a reduced cost for OVC and their caregivers who are group based saving schemes for sustainability and sense of ownership.	No. of VSLAs provided with Kits	178	178	178	178	178	892
				CBRPs trained in VSLA	1.1.9 Strengthen Community Based Resource Persons (CBRPs) to mobilize, sensitize and form functional VSLAs.	No. of CBRPs trained	33	33	33	33	33	163
		1.2 To expand access to agricultural production and livelihood diversification services for orphans and other vulnerable children, care givers and their households.		Agric. Inputs/Tools and implements	1.2.1 Provide high quality agricultural inputs/tools, seeds/plantings and stocking materials to OVC households.	No. of OVCs	120	120	120	120	120	598
				OVC households accessing NAADS	1.2.2 Link vulnerable children to relevant agricultural programmes such as NAADS, and advocate for their targeting to enable them access agricultural advisory services.	No. of OVC households	34	34	34	34	34	169
				OVC households with livelihood diversity programs	1.2.3 Support livelihoods diversity programmes for OVC households	No. of OVC households	28	28	28	28	28	138
				Food and Other Support Packages distributed	1.2.4 Provide food aid, inputs and other assistance to critically vulnerable OVC and their households	No. of OVCs and households	613	613	613	613	613	3,064
		Strengthened economic security of 70% OVCs and their	1.3 To Increase access to Integrated Financial	Functional Micro-finance Linkage program	1.3.1 Support access to business financial services for OVC households through microfinance agencies.	No. of OVCs and households who access services	163	163	163	163	163	816

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)
							1	2	3	4	5	
		households that meet their short and long term economics needs through sustainable livelihood	Services (SPM, Financial literacy, Business Skills Training etc) for OVC households.	Capacity building programs developed and implemented	1.3.2 Build Capacity of Group Leaders to manage their own groups and funds.	No. of Group Leaders reached	118	118	118	118	118	592
				Enterprise Mentorship programs developed and rolled out	1.3.3 Train Groups in Business management, Financial literacy, on-site Enterprise mentorship and coaching to help OVC Caregivers initiate and sustainably manage their IGAs.	No. of Groups reached	108	108	108	108	108	541
				Quality Assurance field visits conducted	1.3.4 Provide regular monitoring and Support Supervision to field staff for quality assurance.	No. of field visits conducted and program area covered	25	25	25	25	25	126
				Functional GOU/VSLA Linkage program	1.3.5 Network with Local Government and other key stakeholders to support in effective community mobilization and VSLA Establishment and linkage to Government Programmes.	No. of Linkages developed and functional	98	98	98	98	98	492
				Organisational development Mentorship programs developed/rolled out	1.3.6 Support mature Groups to be registered legal entities and have capacity for self-management of their groups and mobilize additional resources.	No. of mature groups registered	108	108	108	108	108	539
				Functional VSLA/mobile banking Linkage program	1.3.7 Negotiate with FFIs and Telecom service Providers to develop suitable tailored products and link eligible and interested groups to them.	No. of groups using the tailored products	36	36	36	36	36	182

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)	
							1	2	3	4	5		
				OVC Livelihood Capacity building programs developed and implemented	1.3.8 Use VSLA Platform to integrate cross-cutting critical trainings /services like GALs, Good Governance, and Peace Building, HIV/AIDS etc.	No. of groups reached	81	81	81	81	81	406	
Sub-total							3,500	3,004	3,182	3,016	3,182	15,885	
2	Increase access to protection and legal services for 750,000 orphans and other vulnerable children, their caregivers and families/households	Child Protection	Increased access to protection and legal services for 70% of orphans and other vulnerable children, their caregivers and families/ households	2.1 Undertake direct provision of legal and protection services for orphans and other vulnerable children	Rehabilitation and reintegration services rolled out	2.1.1 Provide appropriate rehabilitation and reintegration services to children in contact with the law	No. Juveniles rehabilitated/ re-integrated	88	88	88	88	88	438
						No. of OVCs enrolled/ graduated at MCV/MUTI							
					Program developed resourced and rolled out	2.1.2 Promote and support the institution of fit persons and Community Based Interventions as alternatives to incarceration of children in contact with the law	Program approved/rolled out.	0					0
					Juvenile case management protocols and facilitative resources	2.1.3 Promote and build capacity of community justice systems to handle minor cases in accordance with provisions of the law	No. of Juveniles reached.	100	100	100	100	100	500
						-Approved Protocols	0						0
						-No. of community leaders reached	248	248	248	248	248		1,240
				2.2 Promote appropriate child protection mechanisms, child's participation and strengthen children's capacity to protect themselves	OVC empowerment sensitisation training/IEC programs developed/rolled out	2.2.1 Empower children with knowledge and skills to enable them prevent and/or report violence, abuse and exploitation	No. of Children reached	146	146	146	146	146	731
					OVC empowerment sensitization/IEC programs developed/rolled out	2.2.2 Promote peer support approaches among children to foster child to child protection	-No. of IEC Materials developed -No. of OVC households reached	97	97	97	97	97	487

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)	
							1	2	3	4	5		
				OVC empowerment sensitization programs developed/rolled out	2.2.3 Promote child participation schemes initiated by children and or adults	No. of Children reached	160	160	160	160	160	798	
				Community sensitization programs developed/rolled out	2.2.4 Advocate for child protection and access to legal redress in UWESO operational areas	No. of Community Leaders Reached	112	112	112	112	112	562	
Sub-total							951	951	951	951	951	4,756	
3	Expand access to educational services for 750,000 orphans and other vulnerable children and families/household	Child Education	Increased enrolments and retention of 70% of OVCs of schooling going age to attain quality education within primary, secondary and vocational education cycles	3.1 Promote abstinence and strengthen skills amongst teachers, school management and amongst in and out of schools OVC	OVC-mainstreamed teacher training curriculum	3.1.1 Advocate for and support curriculum review for teacher training to include issues of OVC	No. of Advocacy Events held/ Actions taken	89	89	89	89	89	443
					OVC follow and support Refresher courses developed and implemented	3.1.2 Support refresher courses for teachers, SMCs and other significant players to equip them with skills to identify, guide, follow-up and support OVC	No. of Teachers and SMCs reached	82	82	82	82	82	411
					OVC Parents sensitized on parenting	3.1.3 Improve parenting skills for the families with children under the age of 06 years.	No. of OVC parents reached	91	91	91	91	91	455
					OVC Parents sensitized on immunisation	3.1.4 Sensitization and mobilizations of care givers and community to take children under age of 06 for immunization against killer diseases	No. of OVC parents reached	88	88	88	88	88	438
					PTAs and SMCs with HIV/AIDS OVC management knowledge	3.1.5 Mobilize parent-teacher associations and school management committees to support OVCs affected by HIV and AIDS in the school	No. of PTAs and SMCs meetings organised	25.2	25.2	25.2	25.2	25.2	126

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)
							1	2	3	4	5	
				Rationalised Children Referral System (guidelines, forms, info. Materials)	3.1.6 Strengthen the referral system for the services needed by children below age of 6 years	No. of Children Referrals achieved	97.2	97.2	97.2	97.2	97.2	486
				Trained Adult OVC Artisans	3.1.7 Provide artisan training to adult OVCs	No. of Adult OVCs given Artisan Skills	250	250	250	250	250	1,250
				Youth Life skilling Program developed and rolled out	3.1.8 Promote abstinence and life skills amongst in and out of schools youths	No. of Youth Life Skills Groups formed	112	112	112	112	112	560
		3.2 Increased access and retention of vulnerable children in schools	IEC programme developed and disseminated	3.2.1 Promote campaigns for enrolment of all vulnerable groups such as working children and encourage caregivers to help children stay in school	No. of vulnerable children and Care givers sensitised	167	167	167	167	167	835	
			Reintegrated Children in Schools	3.2.2 Support reintegration of children affected by armed conflict in schools and promote their retention	No. of children re-integrated	133	133	133	133	133	663	
			School Environment Safety/Security promotion program developed and rolled out	3.2.3 Promote a supportive and caring school environment, where children feel safe and secure	No. of designated centres with child friendly facilities	365	365	365	365	365	1,825	
			OVCs supported	3.2.4 Provide OVC with scholastic materials, uniforms and school fees	No. of OVC's supported	450	450	450	450	450	2,250	
			SNE OVCs supported	3.2.5 Provide appropriate assistive devices, (based on assessed needs) to OVC with special needs	SNE OVCs supported	100	100	100	100	100	500	

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)	
							1	2	3	4	5		
				Teachers and SMCs with vulnerable and psychosocial support management capacity	3.2.6 Build the capacity of the teachers and Schools governance with skills to provide guidance and support to vulnerable and psychosocial support.	No. of Teachers and SMCs trained	42	42	42	42	42	210	
				Recreational Activities Rolled out in OVC Communities	3.2.7 Promote recreational activities and participation of orphans and other vulnerable children in schools	-No. of recreational activities -No. of recreational equip. provided -No. of structures built	200	200	200	200	200	1000	
				Child Protection-oriented committees formed and sensitised	3.2.8 Form school governance committees focusing on integrating child protection issues in routine programs	No. SMCs oriented to child protection.	25.2	25.2	25.2	25.2	25.2	126	
Sub-total							2,316	2,316	2,316	2,316	2,316	11,578	
4	Enhance access to essential health services for 750,000 OVCs, care givers and their households	Improving Community Health	Increase access to and utilization of preventive and curable health services for 40% of the OVC and their households	4.1 Promote proper nutrition for OVC in homes, schools and other institutions	Diet diversification, supplementation and fortification kit developed and disseminated	4.1.1 Promote diet diversification, supplementation and fortification for children in households and institutions (children's homes, schools)	No. of OVC/OVC households which received food support	525	525	525	525	525	2,626
					Child Nutrition IEC materials developed and disseminated	4.1.2 Support Community education and sensitization programs on proper nutrition for children including training in food handling, preparation and storage	No. of sets of IEC materials disseminated	62	62	62	62	62	310
					Nutrition and basic health care training program developed /implemented	4.1.3 Train communities, CBTs and other duty bearers in nutrition monitoring and basic health care practices	No. of OVC/OVC households reached	42	42	42	42	42	210

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)
							1	2	3	4	5	
			4.2 Promote Primary health care education in the OVCs households to access timely immunization, de-worming, ORT and Vitamin A supplementation services;	Functional CBTs in all UWESO project areas	4.2.1 Establish CBTs in places where they do not exist	No. of CBTs Established	25	25	25	25	25	126
				Mobilisation and support programs developed, facilitated and rolled out	4.2.2 Mobilize and support community mechanisms (e.g. CBTs and child protection committees) to ensure that OVC in the community access timely immunization, de-worming, ORT and Vitamin A supplementation services	No. of OVCs receiving services	171	171	171	171	171	855
				OVC CCM Advocacy program developed and disseminated	4.2.3 Advocate and lobby to make OVC a key priority and target group for community based Teams and Community Case Management (CCM)	No. of advocacy events held/ actions taken	117	117	117	117	117	583
				PMTCT promotional IEC program developed and rolled out.	4.2.4 Promote friendly PMTCT services to teenage mothers	No. of Teenage Mothers accessing PMCT services	60	60	60	60	60	300
			4.3 Increase access to and utilization of HIV/AIDS, Malaria preventive information, care and other services for OVC and their households	Information materials developed and disseminated	4.3.1 Provide information about HIV and AIDS to school heads, teachers, OVC and Households.	No. of sets of Info. Materials disseminated	72	72	72	72	72	360
				IEC program developed and rolled out	4.3.2 Enhancing behavior change for HIV, malaria prevention and other communicable diseases' interventions.	No. of Sets of IEC materials disseminated	72	72	72	72	72	360
				Signed MOUs and facilitative resources provided to HCs	4.3.3 Promote establishment of a referral directory and centralized mechanisms for medical services	No. of Referral Directory/Guidelines established	160	160	160	160	160	800

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)
							1	2	3	4	5	
				Signed linkage MOUs and facilitative resources provided to health service delivery organizations	4.3.4 Establish linkage mechanisms with health service delivery organizations for HIV, malaria and other communicable diseases management and Access for OVC and their households.	No. of persons reached specifically targeting OVCs	124	124	124	124	124	620
				IGAs provided to PLWAs	4.3.5 Design and implement special programs for Income enhancement for people living with HIV (PLWAs);	-No. of IGA programs designed and implemented	570	570	570	570	570	2,848
				Stakeholders sensitized on malaria interventions for OVCs	4.3.6 Raise awareness amongst stakeholders to specifically target OVCs with malaria interventions	No. of OVC reached	54	54	54	54	54	270
				LLITNs procured and distributed through partnerships with MoH/ other health management agencies	4.3.7 promote free access to long lasting Insecticide treated nets (LLITNs) to Target OVC households and promote indoor residual spraying according to national guidelines	-No. of LLITNs distributed to OVC households -No. of households sprayed	2,070	2,070	2,070	2,070	2,070	10,350
				IEC program on ICCM health education developed and rolled out	4.3.8 provide health education (HE) on HIV and malaria in the context of Integrated Community Case Management (ICCM) to Target heads of OVC households	-No. of HE sensitization events held. -No. of OVC households covered	102	102	102	102	102	510
				IEC program on Nutrition provision developed and rolled out	4.3.9 Promote capacity building of communities with respect to nutrition provision to children;	No. of sets of Info. Materials disseminated	72	72	72	72	72	360
				IEC materials developed and disseminated	4.3.10 Promote parenting and management of childhood illnesses, pediatric HIV management	No. of persons reached specifically OVCs	72	72	72	72	72	360

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)	
							1	2	3	4	5		
		Increase access to and utilization of safe water safe water, sanitation facilities and secure shelter by 40% of the orphans and other vulnerable children at households, community and intuitions levels	4.4 Scale up access to and utilization of safe water, sanitation facilities and secure shelter by orphans and other vulnerable children at households, community and intuitional levels	Safe water sources in communities and schools installed	4.4.1 Install safe water sources in communities and schools; with clear systems for sustainable maintenance	No. of water sources protected.	252	252	252	252	252	1,260	
				Safe water vessels and water treatment kits distributed	4.4.2 Provide safe water vessels and water treatment kits to OVC households	No. of safe water vessels/water treatment kits distributed	450	450	450	450	450	2,250	
				Environmentally friendly pit latrines and hand washing facilities	4.4.3 Promote construction of environmentally friendly pit latrines and hand washing facilities with maintenance mechanisms	No. of Friendly pit latrines and hand washing facilities established	279	279	279	279	279	1,395	
				Economically Empowered Caregivers	4.4.4 Strengthen caregivers' capacity to construct and maintain low cost, descent, durable and secure shelter	No. of Caregivers Empowered							
				Trained Water User Management Committees (WUCs)	4.4.5 Establish and train management of safe water sources accessible to communities.	No. of WUCs established	82	82	82	82	82	409	
						No. of trained WUCs							
Sub-total							5,433	5,433	5,433	5,433	5,433	27,163	
5	Strengthen Uganda Women's Effort to Save Orphans governance structures and Provision of Technical Support Services that provide	Institutional Development	Effective Uganda Women's Effort to Save Orphans governance structures and other institutional mechanisms in place at national and sub national levels that	5.1 Improve capacities of governance structures and community mechanism for protection of OVC	Technical Support Sessions held	5.1.1 Provide technical support to CSOs, Government and other stakeholders on OVC issues.	No. of community council and leaders trained	102.08		102.08		102.08	306.24
					Training coursed developed & delivered	5.1.2 Develop and provide training courses on issues of OVC	No. technical persons trained	86.34	86.34	86.34	86.34	86.34	431.7
					MOU signed with partners	5.1.3 Develop partnerships with community structures and other organization to implement thematic interventions for OVC	-Signed MOUs	81.8	81.8	81.8	81.8	81.8	409
							-No. of partnership actions implemented						

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)
							1	2	3	4	5	
supportive environment for a coordinated OVC response		provide supportive environment to deliver, coordinate and monitor provision of quality services and programmes for OVC		Efficient Governance Structures	5.1.4 Build capacity of UWESO government structures (offices, BEC, CBTs etc) for effective delivery of OVC services	No. of governance capacity development events held	136.2	136.2	136.2	136.2	136.2	681
				MOUs and facilitative resources to partner with GOU MDAs	5.1.5 Strengthen enforcement of child protection laws	No. of households/ Caregivers trained in child protection/OVC	298.6	298.6	298.6	298.6	298.6	1493
				Rationalised VSLA guidelines, structures and network	5.1.6 Review VSLA guidelines, services delivery structures and network in the community	Revised approved VSLA guidelines	98					98
			5.2 Enhance effective implementation, coordination, advocacy, communication and referral systems for OVCs	Functional NOSC, DOVCCs, SOVCCs, and POVCCs formed and facilitated	5.2.1 Support the formation and/or operationalization of national, district, sub-county and parish OVC committees (NOSC, DOVCC, SOVCC, and POVCC)	No. of district structures supported to form committees	350.4	350.4	350.4	350.4	350.4	1752
						No. of national, district, sub-county/ parish committees formed						
				MOUs and Coordination Framework	5.2.2 Promote and strengthen intra and inter-sectoral coordination on OVC	-No of Signed MOUs	0	0	0	0	0	0
						-No. of intra and inter sectoral coordination meetings						
			OVC Support Services Updated Status And Profile	5.2.3 Conduct periodic mapping exercises on support services for OVC to enable effective coordination and referral	No. of OVC Mapping exercises conducted	165		165		165	494	

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)
							1	2	3	4	5	
				Functional media programme developed and implemented	5.2.4 Promote media coverage of OVC issues	No. and nature of Media events held	18	18	18	18	18	90
				Functional UWESO OVC MIS website	5.2.5 Update and make fully functional the UWESO OVC MIS website	Functional MIS Website	8	3	8	3	8	31
				National Advocacy and Communication Strategy for OVC	5.2.6 Support Development and implementation of National Advocacy and Communication Strategy for OVC	Approved functional Strategy	178					178
		5.3 Strengthen resource mobilization, utilization and accountability	Functional Resource Mobilization Strategy (RMS)	5.3.1 Formulate and implement a UWESO resource mobilization strategy	Approved RMS	178						178
			RM training program developed and delivered	5.3.2 Train and mentor the organizational governments (OMs) in resource mobilization	No. of RM Trainings No. of Persons trained	41	41	41	41	41		204
			RMS presentations & funding proposals roll out to donors	5.3.3 Advocate for more resources to support structures responsible for vulnerable children	No. of Funding Proposals submitted -%age increase in UWESO 5-yr funding	30	30	30	30	30		148
		5.4 Undertake effective research, Monitoring, Evaluation and strengthen quality assurance in orphans and other vulnerable children services	Functional OVC M&E plan disseminated and in use	5.4.1 Develop, disseminate and implement the Uganda Women's Effort to Save Orphans OVC M&E plan	Approved M&E Plan	47						47
			-Trained OVC MIS Users -OVC-MIS Technical support	5.4.2 Provide technical support for the implementation of the OVC-MIS	-No. Staff trained -No. of quarterly reports to MOGLSD	50	50	50	50	50		248
			OVC guidelines, standards and technical resource materials in use	5.4.3 Facilitate Rolling out OVC guidelines, standards and technical resource materials at all levels	No. of sets of materials disseminated	122						122

Strategic Objectives	Core Programme Area	Expected Outcomes	Sub-programme objectives/ Strategies provision	Outputs	Interventions	Performance Indicators	Timeline & Budget (MShs)					Total (MShs)
							1	2	3	4	5	
				joint monitoring and support supervision visits conducted	5.4.4 Conduct joint monitoring and support supervision	No. of monitoring and support supervision visits	25	25	25	25	25	126
				Research studies on topical OVC issues	5.4.5 Promote operational and conventional research and documentation on OVC issues	No. of research studies undertaken	561	561	561	561	561	2,803
						Research dissemination plan developed/ implemented						
				Trained OVC management cadres	5.4.6 Provide training to implementers in technical skills for handling children	No. of OVC Management Cadres trained	49	49	49	49	49	246
Sub-total							2,624	1,730	2,002	1,730	2,002	10,086
Total							14,823	13,433	13,883	13,445	13,883	69,468

Appendix 2 – Monitoring and Evaluation Framework

Performance Indicators	Indicator definition	Disaggregation	Mean of verification -Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
Objective 1: Provide livelihood support for 250,000 OVC households to overcome issues of vulnerability.							
Building Sustainable Livelihoods							
Outcome 1: At least 80% of OVC and their households are involved in productive activities to meet economic needs							
% of mapped OVC households involved in Village saving and loan association practices			Mid term, annual reports		2016	TBD	80%
% of OVC and their households that have their basic material needs met			Mid term, annual reports		2016		70%
% of OVC households link to received micro financial services at subsidized rates					2016	3.90%	10%
% increased in the value of OVC and their household assets base					2016		50%
% of OVC trained and received start up toolkits to generate income		Age, sex	UWESO MIS, Report from vocational schools		2016		90%
Output 1.1: Enhanced economic capacity of OVC household to generate income							
Number of OVC/OVC care givers trained in business skills			Midterm report, Training report		2016		250,000
Number of OVC/OVC households supported with income generating activities (IGAs)					2016		100,000
Number of OVC households link to received micro financial services (savings, loans and credit) at subsidized rates			Reports,		2016		100,000
Mapped /surveyed Livelihood opportunities to inform UWESO design and implementation roll out.		Types, location	mapping report		2016		TBD
Output 1.2: Improved OVC and their households saving and asset base							
Number of saving groups established		districts	UWESO MIS		2016		8,500
Number of OVC and their households actively involved in saving schemes					2016		250,000
Number of VSLA provided with toolkits	Provide tools kits for VSLA and others at reduce cost for OVC and their caregivers who are group based saving schemes for sustainability and sense of ownership				2016		8,500

Performance Indicators	Indicator definition	Disaggregation	Mean of verification -Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
<i>Number of OVC provided with startup toolkits</i>		Age, sex	UWESO MIS, Report from vocational schools		2016		750
Output 1.3: Strengthened community involved in productive activities to meet economic needs							
<i>Maped /surveyed Livelihood opportunities (employment needs and provide relevant vocational and/or non-formal training to OVC and their caregivers) to inform UWESO design and implementation roll out.</i>		Types, location	mapping report		2016		TBD
<i>Number of Community Based Resource Persons recruited</i>	Community Based Resource Persons recruited to mobilize, sensitize and Form Functional VSLAs				2016		150
<i>Number of OVC trained in Vocational/apprentice skills</i>		Age, sex	UWESO MIS, Report from vocational schools		2016		750
<i>Number of person reached with market information</i>	Facilitating access to market info. for OVC households to help them sell their products	Age, sex	UWESO MIS, Midterm report		2016		250,000
Outcome 2: Strengthened access to Integrated Financial Services for OVC households							
<i>% of communities in the project area that have continued access to functional groups beyond the training period, project period or other specified period of time</i>					2016		70%
<i>% of mobilised groups that complete the training curriculum and demonstrate the capacity to continue independent operations</i>					2016		80%
<i>% of participants that demonstrate improved knowledge, skills and practices in management of personal finances</i>					2016		80%
<i>% of established VSLA groups with loans from other MFIs</i>					2016		50%
Output 2.1: Increases access to substantial training in Integrated Financial Services (SPM, Financial literacy)							
<i>Number of OVC Caregivers trained in Selection, planning and management of Income generating activities (small business)</i>					2016		200,000
<i>Number of OVC Caregivers trained in Financial Literacy Education.</i>					2016		250,000
Output 2.2: Support access to business financial services for OVC households through microfinance agencies							
<i>Number of groups established accessing loans from other MFIs</i>							100,000
<i>Number of groups established Linked to external saving</i>							100,000
<i>% of womens accessing larger loans and high level services</i>							50%

Performance Indicators	Indicator definition	Disaggregation	Mean of verification -Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
Output 2.3: strengthened innovative intergrated Non financial and financial services							
<i>Number of Groups supported to become registered Entities and linked to core services</i>							1,500
<i>% of VSLA Platform supported to integrate cross-cutting critical trainings /services like GALs, Good Governance, and Peace Building etc.</i>							50%
<i>No. of OVCs and Care givers reached with HIV/AIDs, Gender massages etc</i>		age, sex	UWESO MI, Training reports				250,000
Outcome 3: Expand access to agricultural production and livelihood diversification services for orphans and other vulnerable children, care givers and their households							
<i>% of households that are food secure</i>			Midterm review/evaluation reports				80%
<i>% increase of OVC households that recieved agricultural inputs</i>	<i>Number of OVC households that recieved agricultural inputs/tools, seeds/plantings and stocking materials to OVC households</i>		Midterm and end of plan evaluation reports				40%
<i>% of households that are OVC households reached with advisory services</i>			Midterm and end of plan evaluation reports				80%
Output 3.1: Improved food security for OVC households							
<i>Number of household supported with food items</i>							100,000
<i>No. of community or schoolsdemostration garden established and funtioning</i>							40
<i>Number of OVC care givers trained in Sustainable Land Management, Food security and Environmental Protection</i>		sex, types of training (Land Mgt, Food security and Environ. Protection)					175,000
Output 3.2: Increased agricultural production and enterprise development							
<i>Number of OVC households that recieved agricultural inputs/tools, seeds/plantings and stocking materials to OVC households</i>	<i>Provide high quality agricultural inputs/tools, seeds/plantings and stocking materials to OVC households</i>	Typesof inputs	Reports, Midterm and end of plan evaluation reports				125,000
<i>Number of OVC households reached with advisory services</i>		(Extension Services (Training), market info. etc)					125,000
<i>Number of vulnerable children linked to relevant agricultural programmes</i>	<i>Link OVCs to relevant agric. programs i.e. NAADS, and advocate for their targeting to enable them access agricultural</i>						2,000

Performance Indicators	Indicator definition	Disaggregation	Mean of verification -Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
	<i>advice</i>						
<i>Number of OVC care givers trained in Agro processing and value Chain development (VCD) and post-harvest handling</i>		Sex	<i>UWESO MI, Trainingreports</i>				<i>125,000</i>

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
Objective 1: Increased access to protection and legal services for orphans and other vulnerable children, their caregivers and families/households							
Child Protection and Education							
Outcome 1: Increased direct provision of legal and protection services for orphans and other vulnerable children							
% reduction in case of child abuse in UWESO projects areas		Districts, Projects					50%
Proportion of general population aware and knowledge about child rights		category of population e.g care-giver, age, sex					70%
% of OVC who receive protection and legal support services		age, sex, type of protection					50%
% of supported OVC who live without an adult care-giver		age, sex					50%
% of children have their vulnerability status established		Nature of vulnerability, sex and age					70%
Output 1.1: OVCs households Supported with legal and protection service							
Number of service providers (e.g. Child and Family Protection Unit of police, Probation and Social Welfare Officers and Family and Children Courts) trained in managing cases of child rights violations		age, sex, districts and training types (topics)					400
Number of cases of child rights violations handled		Prevented, withdrawn					200
Number of OVC/OVC households supported to access legal aid services		Districts, Projects					8,000
Number of OVC have their vulnerability status established		Nature of vulnerability, sex and age					8,000
Output 1.2: increased public awareness of child right violation and protection							
Number of persons reached with child rights messages		type of messages	Training reports, media, research reports				250,000
number of children in contact with law accessing justice and receiving appropriate care							8,000
number of designated centres with child friendly facilities in area of operation		District and types					20
Output 1.3: Child protection committees established, operationalised to empower advocacy at subcounty and parish levels in area of operation							
Number of districts/ sub counties with functional child protection committees		annual report, district report					20
Number of districts/ sub counties with forum that facilitate participation of children in decision making		districts OVC reports					20

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
<i>Number of children provided with appropriate rehabilitation and reintegration services</i>		<i>age, sex and types of services (eg Prevented, withdrawn, rehabilitation, reintegration)</i>					8,000
Output 1.4: Strengthened Community Groups and institutions at lower levels to operational child protection and reporting							
<i>Number of community groups supported to monitor and protect children at risk (of neglect, child labour, sexual exploitation and other forms of abuse)</i>							5,000
<i>Number of supported children whose birth area registered</i>							1,000
<i>Number of children reached with child rights messages</i>		<i>sex and age</i>					8,000
<i>adopting and orienting the toll free line for reporting incidents of child abuse</i>							
Outcome 2: Increased appropriate child protection mechanism, child's participation and strengthen children's capacity to protect themselves							
<i>Number / % of districts of operation which have integrated OVC in their development plans</i>		<i>Districts</i>					80%
<i>Number of law enforcement agencies and organs effectively responding to child protection issues</i>		<i>District</i>					30
<i>% of OVC enrolled and or enrolled and graduated MCV or MUTI</i>		<i>Age, sex, schools</i>					750
<i>% of community leaders (councillors, chiefs and religious leaders) reached with information on children's rights and protection issues</i>							80%
<i>% of vulnerable households have been assessed and registered for social support and protection</i>		<i>Districts</i>					70%
Output 2.1: Promote appropriate rehabilitation and reintegration services to children							
<i>Number of OVC enrolled and or enrolled and graduated MCV or MUTI</i>		<i>Age, sex, Schools</i>					750
<i>Number of OVC reintegration with their parents</i>		<i>Age, sex</i>					1,000
<i>Number of community leaders (councillors, chiefs and religious leaders) reached with information on children's rights and protection issues</i>		<i>sex, age</i>					500
Output 2.2: Strengthened participation and capacity to protect children in UWESO operational areas							
<i>OVC empowerment sensitization programmed or training conducted</i>		<i>Messages, number, types of training</i>					30
<i>Number of IEC material developed</i>		<i>Messages, number</i>	<i>stock cards</i>				50,000
<i>Number of child participation groups/clubs formed</i>		<i>location</i>					50
<i>Number of child protection partnership meetings held</i>			<i>minutes, field reports</i>				40
<i>Number of child protection monitoring/ follow-up visits conducted by child protection agencies and organs</i>			<i>reports, local authority register</i>				20
<i>Number vulnerable households have been assessed for social support and protection</i>		<i>Districts</i>					5,000

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
Output 2.3: Researched and documentation on child protection issues disseminated both at national and international level							
<i>Number of child protection researches coordinated by UWESO</i>			<i>reports</i>				10
<i>Number of UWESO child protection documents documents published</i>		<i>national, international</i>	<i>distribution list, reports</i>				5
<i>Number of UWESO child protection conferences organised by UWESO</i>							2
Objective 2: Expand access to educational services for orphans and other vulnerable children and families/households							
Outcome 2: Promote abstinence and strengthen skills amongst teachers, school management, in and out of schools OVC							
<i>% of YP/OVCs engaged in market-driven livelihood enterprises</i>		<i>sex, age</i>					50%
Output 2.1: Teachers and school management committees have improved skills to provide guidance identify, guide, follow-up and support OVC, (including the skills to tackle stigma and discrimination)							
<i>Number of Teachers and school management committees trained in capacity building handling OVC issues</i>		<i>Sex, target groups</i>					150
<i>Number of schools where at least one trained teacher taught lessons in life skills-based HIV and sexuality education</i>							40
<i>Number of parents reached with parenting skills for families with children under the age of 6years</i>							8,000
<i>Number of PTAs and SMCs meetings organised</i>							120
Output 2.2: Improved access to SRH, HIV and AIDS information and other services by young people							
<i>Number of young people who received career guidance training</i>							3,000
<i>Number of OVC attending liveskills camps</i>		<i>Sex, age</i>					3,000
<i>Number of OVC reached with SRH, HIV & AIDS information, psychological support and other services</i>		<i>Sex, age</i>					3,000
<i>Number of youths live skills clubs/Groups formed</i>							40
Outcome 2: Increased access and retention of vulnerable children in schools							
<i>% of UWESO supported OVC who completed education</i>		<i>sex, age and training types</i>					90
<i>% vulnerable youth with a vocational qualification accessing start-up capital for livelihood projects</i>		<i>sex, age and training types</i>					100
<i>% increase in primary schools attendent</i>		<i>Sex</i>					100
<i>% of orphaned and vulnerable children, aged 5-17 years, who received bursary support, including school fee</i>							90
Output 2.1: OVC supported materially and financially to promote retention and access to education							
<i>Number of OVCs supported in Primary and secondary education</i>		<i>Sex, level of education</i>	<i>UWESO MIS</i>				8,000
<i>Number OVCs supported with scholastic materials (books, uniforms etc) and school fees</i>							8,000

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
Output 2.2: Strengthen vocational training for OVCs							
<i>Number of OVCs who enrolled and completed vocational training</i>		<i>sex, age and training types</i>	UWESO MIS				750
<i>Number of OVCs give start-up capital f(toolkits etc) or livelihood projects</i>		<i>sex, age and training types</i>	UWESO MIS				750
Output 2.3: improved recreational activities and school enviroment Promote a supportive and caring school environment, where children feel safe and secure							
<i>Number of recreational activities rolled out in OVC communities</i>							150
<i>Number of recreational equipments provided to schools</i>							750
<i>Number of structures build to improve school environment,</i>							50

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
Objective 1: Enhance access to essential health services for orphans and other vulnerable children, care givers and their households							
Improving Community Health							
Outcome 1: Improved nutrition for OVC in homes, schools and other institutions							
<i>% increase of registered OVC households the recieved agricultural inputs</i>							70%
<i>% of OVC households that are food secure</i>							90%
<i>% of OVC households that are reached with advisory services</i>							90%
Output 1.1: Promoteproper nutrition for OVC in homes schools and othe institutions							
<i>Number of OVC/OVC households who recieved food support</i>							10,000
<i>Number of OVC/OVC households trained in food security and nutrition</i>		<i>Sex,age, district for HHs</i>	UWESO MIS, Reports				100,000
<i>No. of CBTs, care givers and other duty bearers trained in nutrition monitoring/basic health care practices</i>		<i>Sex,age</i>	UWESO MIS, Reports				1,000
Output 1.2: enhanced agricultural production and enterprises development for OVC households							
<i>Number of registered households the recieved agricultural inputs</i>							100,000
<i>Number of registered households that are reached with agricultural advisory services</i>							150,000
Outcome 2: Improved access to and utilization of safe water, sanitation facilities and secure shelter by orphans and other vulnerable children at households, community and intuitions levels							
<i>% of OVC with access to safe water source</i>							90%
<i>% of latrine coverage among OVC communities</i>							50%

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
% change in incidences of water borne disease among OVCs							60%
% of OVC community using an improved drinking water source less than 1 km away		Sex, age					80%
Output 2.1: increased access to and utilization of safe water, sanitation facilities and secure shelter by orphans and other vulnerable children at households, community and intuitions levelsInstall safe water sources in communities and schools, with clear systems for sustainable maintenance							
Number of safe water vessels and water treatment kits distributed to OVC households							10,000
Number of safe water facilities constructed for vulnerable communities							30
Number of latrines and other sanitation facilities constucted							30
No. of caregivers' trained construct and maintain low cost, descent, durable and secure shelter		Sex, age					1,000
Output 2.2: Established and trained management of safe water sources							
Number of water management committtes established		Districts					40
Number of water management committtes trained		Sex, age					70
Outcome 3: Increase access to prevention and utilization of curative health services for OVC and their households							
Number of referral directory and mechanisms for medical service established			MOU sign with health providers				20
Output 3.1: improved HIV/AIDS preventive services amongs and their households.							
Nuo.of behavior change IEC material for HIV prevention and interventions distributed							50,000
Number of programme design for Income enhancement for people living with HIV							5
Number of person reached with to specifically target OVC with HIV interventions							100,000
Number of referral directory and mechanisms for medical service established							20
Output 3.2: improved Malaria preventive services amongs and their households							
Number of behavior change IEC material for malaria prevention and interventions distributed							50,000
Number of person reached with to specifically target OVC with malaria interventions							8,000
Number of long lasting Insecticide treated nets (LLITNs) distributed to OVC/OVC households							1,000
Number of households sprayed through indoor residual spraying according to national guidelines							10,000

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
Output 3.3: Promote Primary health care education in the OVCs households to access timely immunization, de-worming, ORT and Vitamin a supplementation services;							
<i>Number of behavior change IEC material for malaria prevention and interventions distributed</i>							50,000
<i>Number of community based trainer established</i>							150
<i>Number of OVC care givers trained in preventive care and management of minor illness</i>							10,000

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
Objective 1: Strengthen Uganda Women's Effort to Save Orphans governance structures and Provision of Technical Support Services that provide supportive environment for a coordinated OVC response							
Institutional Development							
Outcome 1: Strengthened capacities of governance structures and community mechanism for protection of OVC							
<i>% increase in Vulnerable children reached with one or more external free basic support</i>		age, sex					70%
<i>% of Vulnerable households with capacity to protect, care and support vulnerable children</i>							80%
Output 1.1: Improved quality of protection, care and support for OVC							
<i>Number of community councils and community leaders trained in children's rights based planning for vulnerable children</i>		age, sex					150
<i>No. of OVC who recieved free minimum basic material support (shoes, clothes, needs for hygiene care)</i>		age, sex					8,000
<i>Number of vulnerable households assessed and registered for social support and protection</i>		Districts					100,000
<i>Number of Households/Caregivers trained in child protection, care and support for vulnerable children</i>		District/Sex, age					250,000
Output 1.2: Established technical support services (TSS) units and partnership to stakeholders							
<i>Number of MOU signed with partners</i>							20
<i>UWESO Established technical support services stratagic plan developed</i>							
<i>Number of OVC programming need assesment conducted</i>							5
<i>Number of OVC programming training conducted based on need assesments</i>							10
<i>Number of public adresses and meetings conducted technical support services</i>		Talks show, press releases and public					40

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
		lectures					
Output 1.3: Provide specifics OVC Training and Programming							
Number of training certificates provided to OVC/OVC services providers			Training report				750
Number of scholarships for approved OVC programming courses offered			scholarship award				750
Outcome 2: Enhance effective implementation, coordination, advocacy, communication and referral systems for OVCs							
% of functional support services facilities for effective coordination and referral conducted			Police reports, evaluation studies				70%
Output 2.1: Improved implementation, coordination and referral systems for OVC. sort the formation and/or operationalization of national, district, sub-county and parish OVC committees (NOSC, DOVCC, SOVCC, and POVCC)							
Number of districts supported to form and/or operationalization of national, district, sub-county and parish OVC committees							20
Number of districts national, district, sub-county and parish OVC committees formed			districts				20
Number of mapping mapping exercises on support services for OVC to enable effective coordination and referral conducted							5
Output 2.2: Scale up advocacy and communication for OVCs							
Communication and advocacy plan in place and implemented							
Number of OVC intra and inter-sectoral coordination meetings organised on OVC							40
Number of districts supported to developed OVC action plan or intergrating OVC sector plan adapt and implement National Advocacy and Communication Strategy for OVC							20
Update and make fully functional the UWESO website							
Outcome 3: Strengthened resource mobilization, utilization and accountability							
% increase in UWESO funding for the fives years period							90%
Output 3.1: UWESO resource mobilization strategy developed							
Approved resource mobilisation strategy in place							
Output 3.2: strengthen capacity of resource mobilisation team							
Numeber of training conducted/attended on resource mobilisation			Training reports				5
Number of persons trained on resourec mobilisation techniques		Sex, age,topics	Training reports, MIS				50
Number of funding proposals submitted							20
Outcome 4: Strengthened effective research, Monitoring, Evaluation and strengthen quality assurance in orphans and other vulnerable children services provision							
Output 4.1: Increased research and desemination to inform appropriate programming and response to OVC issus							
Number of research studies and good practices documentation conducted on OVC			midterm reviews, end term report				5
Developed and implement a research desimination plan for Uganda Women's Effort to							1

Performance Indicators	Indicator definition	Disaggregation	Mean of verification - Data source	Frequency of reporting	Baseline		LOP
					Year	Value	Target
<i>Save Orphans</i>							
<i>M&E tools for all programming data collection developed and approved</i>			<i>M&E plan</i>				
Output 4.2: Improved effective research, Monitoring, Evaluation and quality assurance in orphans and other vulnerable children services provision							
<i>M&E plan for strategic plan 2016-2020 and SOP developed in place</i>			<i>M&E plan document, M&E work plan</i>				1
<i>UWESO MIS for routine data capturing and analysis developed</i>							1
<i>Number of staff trained in use of MIS for routine data capturing and analysis developed</i>		<i>Sex, age</i>	<i>Training report</i>				50
<i>Number of quarterly reports submitted to MGLSD systems</i>		<i>districts of operation</i>					20
<i>Number of joint monitoring and support supervision conducted</i>							8