



THE REPUBLIC OF UGANDA

Resource Mobilisation Strategy for Implementation of the National Response to Vulnerable Children



MINISTRY OF GENDER LABOUR AND SOCIAL DEVELOPMENT

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FOREWORD

The Ministry of Gender, Labour and Social Development (MGLSD) is the lead agency in the national response to deliver quality and sustainable services for Orphans and Other Vulnerable Children (OVC).

In 2004, the MGLSD developed a National OVC Policy (NOP) and the first National Strategic Programme Plan of Interventions (NSSPI-1) to provide frameworks for OVC Programming and service delivery for OVC and their households. In June 2011, MGLSD launched the NSPPI-2(2011/12-2015/16) that focuses on direct service delivery to the OVC and their households.

The estimated NSSPI-2 Budget projection for a period of 5 years is Ushs. 3,313,295,335 (\$142,406,970). This is a multi-sectoral and inter-disciplinary development challenge to all stakeholders in the country. Thus, funding for NSPPI-2 is not located in any single sector or agency's budget like but with all stakeholders involved in programming delivering of services for all OVC households. Funding is therefore expected from ministries, local governments, donors and development partners, Civil Society Organizations, the Private Sector, individuals and communities. However, MGLSD will perform the coordinating role of the various stakeholders.

Thus, this strategy is for mobilization, both cash and in-kind across a broad spectrum of stakeholders in order to scale up the current reach of the response to OVC and their households.

It is envisaged that this strategy will target mobilizing resources to support interventions to reach estimated 8.1 million OVC in the Country as per 2009/2010 OVC Situational Analysis report. Transparency and accountability for the mobilized resources remains one of determinants to increase access to additional resources from current and potential funders respectively.

Children in Uganda, regardless of their level of vulnerability, should be supported to realize their full potential. I therefore, call upon all stakeholders and actors at all levels to utilize this strategy to intensify resource mobilization, management, accountability and reporting to increase accessibility to services to the critically and moderate vulnerable OVC and their households in the Country.



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Gratitude is extended to all the district technical staff and political leaders, other ministries, departments, agencies, civil society, private sector and other development partners whose immense contribution greatly augmented the plan.

Finally, in a very special way, the Ministry extends enormous appreciation to the consultant and staff from districts that participated in the initial consultations that guided the development of this strategy.

List of Abbreviations and Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ART	Anti-Retroviral Therapy
ARVs	Anti-Retroviral Drugs
CBOs	Community Based Organizations
CPA	Core Program Areas
CSF	Civil Society Fund
CSOs	Civil Society Organizations
CSF	Civil Society Fund
CSOs	Civil Society Organizations
EMIS	Education Sector Management Information System
HIV	Human Immunodeficiency Virus
IEC	Information, Education and Communication
IGAs	Income Generating Activities
ILO	International Labour Organisation
FBO	Faith Based Organisations
IDA	International Development Agency
PSWO	Probation and Social Welfare Officer
LGs	Local Governments
M&E	Monitoring and Evaluation
MGLSD	Ministry of Gender, Labour and Social Development
MIS	Management Information Systems
NAADS	National Agriculture Advisory Services
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NIU	National Implementation Unit
NOP	National Orphans and Other Vulnerable Children Policy
NOSC	National Orphans and Other Vulnerable Children Steering Committee
NSPPI	National Strategic Programme Plan of Intervention for OVC
OVC	Orphans and Other Vulnerable Children
SDIP	Social Development Sector Strategic Investment Plan
TSOs	Technical Service Organizations
TWGs	Thematic Working Groups
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic and Health Survey
UN	United Nations
UNHS	Uganda National Household Survey
UNICEF	United Nations International Children Education Fund
USAID	United States Agency for International Development
VSLAs	Village Savings and Loan Associations

1. INTRODUCTION

1.1 Introduction

This Resource Mobilization Strategy 2011/12-2015/2016 has been developed with cognizance of the tremendous challenges of managing the National OVC response which among others is characterized by a large and growing number of vulnerable children (approximately 8.1 million). It is designed as a tool to raise resources for OVC interventions at all levels and contribute to the realization of the vision of the National OVC Policy (2004) and the NSPPI-2 (2011/12-2015/2016).

The Resource Mobilisation Strategy for Implementation of the National Response to Vulnerable Children has five strategic goals namely; (1) Raising awareness and increasing commitment and responsiveness to OVC concerns among stakeholders; (2) Strategic Partnership Development and Management; (3) Enhancing capacity of stakeholders for OVC resource mobilization and management at National, local government and community levels; (4) Mainstreaming OVC in other essential sectors at national and local government levels and (5) Increase resource tracking of OVC resources in the country.

This strategy also serves as a mechanism through which MGLSD invites the involvement and participation of financial and non-financial sponsors to provide support that will enable the MGLSD and partners to deepen implementation of the National OVC response. The strategy proposes creative and innovative approaches for mobilization of resource at National, Regional, District and Community levels. Under the strategy, community role in coping with and managing OVC response is to be recognised, strengthened and documented. In Uganda, communities have traditionally absorbed orphans within the extended family system. One in four households in Uganda fosters at least an orphan by providing health care, shelter, nutrition, education and other basic human needs. However, many of these care-givers are overwhelmed and burdened and often lack the socio-economic capacity to continually provide adequate care and support to these children. Civil Society Organizations (CSOs) have stepped in to provide information, vocational skills, basic education, medical care and counselling as well as micro-credit services. However, Civil Society Organisations too, lack adequate human and financial resources to adequately respond to the problems being faced by vulnerable children in communities.

1.2 OVC situation analysis

The HIV/AIDS pandemic has had devastating effects on Children, contributing to a high number of Orphans . Other factors like household and community poverty, disparities in access to essential services across regions, conflicts, diseases notably malaria and respiratory infections re-enforce vulnerability. A situation analysis of Vulnerable Children in Uganda (2009) highlights the following magnitude of Children's vulnerability:

- Uganda is estimated to have a population of 31 million people
- 17.1 million (56%) are children (persons below 18 years)

- Approximately 2.43 million (14.2% of the total children population) are orphans
- Approximately 46% (1,117,800) of the orphans are due to HIV and AIDS
- The proportion of orphans as a percentage of the total number of children has been on the increase since 1999: from 11.5% in 1999 to 13.4% in 2003 to 14.2% in 2006.
- 16% of the Ugandan population are persons with disabilities and of this children account for 56%
- Over 32,130 children between the ages of 10 to 17 are heading households
- Over 40,000 children live in Institutions
- Approximately 10,000 children live on the streets with no adult care
- About 63% (1,530,900) of the orphans live with care-givers other than a natural parent and these are mainly elderly persons who are already impoverished
- 35% of the total children populations in Uganda are in child labour

1.2.1 Situation analysis of OVC resource flow in Uganda

The Government has been implementing programmes that potentially benefit OVC through different ministries such as the Ministry of Gender Labour and Social Development, Ministry of Education and Sports (Universal Primary Education and Universal Secondary Education), Ministry of Health (Immunisation, HIV/AIDS programmes and general health care for children), Ministry of Justice and Constitutional Affairs (Juvenile Justice Programs and others) and others that implement programmes that indirectly benefit OVC. However, it is common practice that OVC are often left out and do not benefit from most government programmes despite the good intentions. In addition, though the government has a National Orphans and other Vulnerable Children Policy, there is no specific government budget for implementation of the policy. This resource mobilisation strategy will focus on increasing the share of government resources for OVC.

The OVC response has been to a large extent donor driven. Donors have played a big role to support government to reach to as many OVC though there is still a big gap to cover. The OVC response has been dominated by USAID and UNICEF which contribute the largest share of donor resources for OVC. DFID and Irish AID have through the recently launched Cash transfer programme will also substantially contribute resources that impact on the lives of OVC. Through this strategy, the government intends to increase the number of donors contributing resources for OVC.

Uganda operates a decentralised system and Local Governments are mandated by the local government Act 1997 (as amended), schedule II to care for the children. Although local governments are responsible for service delivery, most of them are financially constrained but they have recruited staff for community department and put in place other structures for looking after the children. In this strategy, Local Governments are required to put aside money for OVC activities and also coordinate the implementation of OVC programs for better results. This strategy also considers a possibility for a conditional grant to local governments given by the central government to facilitate service delivery for vulnerable children.

Uganda has many CSOs that are caring for vulnerable children. These CSOs are however not well coordinated at both national and LG levels to deliver comprehensive services for OVC.

In addition, they also lack sufficient resources for care and protection of vulnerable children. There is a growing private sector in Uganda but it has not been tapped to contribute resources towards the national OVC response. However, some initiatives such as the Uganda Health Initiatives for the Private Sector (HIPS) Project have worked with some corporate to contribute to the OVC response and this can be scaled out for more resources.

The HIPS Project is collaborating with companies to encourage incorporation of OVC support within their Corporate Social Responsibility (CSR) strategies. The current arrangement of Public-Private Partnerships (PPP) should be exploited to increase funding for OVC. Communities play a big role in the OVC response since they live and interact with them on a daily basis. They also play a leading role in mobilising and identifying OVC. They provide care, protection, shelter, food, clothing and other basic necessities of life. They are however being overwhelmed by the ever increasing numbers OVC due to HIV/AIDs, poverty and others factors. Communities need to be further mobilised to raise community resources for caring and protecting vulnerable children. Communities if mobilized well can contribute cash or in-kind towards OVC interventions and help in tracking OVC resources at household level.

1.3 Current challenges faced in the National OVC Response

- i) Inadequate advocacy and resource mobilization structures, skills and strategies with respect to the OVC situation in the country.
- ii) Inadequate capacity to implementers to mobilize communities for action on OVC issues.
- iii) Limited private sector participation in OVC interventions, yet it is of tremendous potential
- iv) Weakened and diminishing extended family system support for OVC due to economic constraints and poor parenting
- v) Multiple coordination, monitoring and evaluation mechanisms resulting into duplication of efforts, wastage of resources and limited coverage
- vi) Limited structures and systems at lower government and community levels to support OVC response
- vii) Limited awareness of the plight OVC, that has undermined the ownership of the OVC response
- viii) Weak referral system among OVC service providers at all levels
- ix) Limited and not up-to-date data for informed decision making and evidence based planning at all levels
- x) Limited integration of OVC issues in other sectors at National, District and Sub-County levels
- xi) Insufficient resources for MGLSD and other line ministries and local governments to provide dedicated technical backstopping and monitoring
- xii) Weak systems of mobilising and tracking resources and documenting impact at all levels
- xiii) A huge and ever increasing number of OVC, estimated at 8.1 million in 2009
- xiv) Heavy reliance on donor support, with limited funding from the central government, local governments and communities which is a threat to the sustainability of interventions, and
- xv) The current approach is more of piece meal rather than comprehensive nature. Some children therefore remain longing for other services.
- xvi) Limited emphasis on producing timely accountabilities for OVC resources

1.4 Purpose of the Strategy

The purpose of the Resource Mobilisation Strategy is to ensure that maximum support and resources are secured from Government of Uganda, local governments, national and international donors, the private sector civil society organization and, communities for effective delivery of comprehensive and quality services for OVC and their households.

1.5 Goal

To increase resources available for OVC interventions

1.6 Specific objectives of the Strategy

The specific objectives of the National OVC resource mobilization strategy include the following:

- i) To strengthen relationships between Government and donors, civil society, FBO's and the private sector
for increased allocation of resources for the OVC responses in the country
- ii) To diversify the funding base by creating new avenues of funding OVC response
- iii) To strengthen the capacity of all stakeholders for resource mobilization at all levels
- iv) To build strong partnerships among stakeholders for increased resources allocation to the OVC response.
- v) To strengthen household and community mechanisms for mobilization of resources for delivery of OVC services

1.7 Rationale for National OVC Resource Mobilization Strategy

The MGLSD and Local Governments face perennial inadequate financial, material and human resources to execute their mandate of delivering comprehensive and quality services to OVC and yet the continued lack of investment in OVC interventions further reinforces vulnerability. The rationale for this strategy is to achieve the following;

- Intensified advocacy for OVC at all levels
- Increased investment in OVC by government
- Bring on board non traditional OVC donors including the private sector to support the OVC cause
- Strengthen private public partnership in addressing OVC issues
- Strategic direction to OVC resource mobilization at all levels

1.8 Cost of not investing in the OVC cause

Poverty reduction begins with children, UNICEF (2006). When poverty strikes a family, the youngest and most innocent members become vulnerable victims. Damage to children due to malnutrition, ill-health and inadequate care at an early stage of life impedes realization of their full potential in life. Giving children access to an integrated package of basic social services of good quality is one of the most effective and efficient steps in combating poverty.

UNICEF/UNAIDS report (2004; 10-11) stresses that without adequate collective action, the burden of OVC is likely to diminish development prospects, reduce school enrolment and increase social inequity and instability. Vulnerability is a matter of Social justice and the greatness of any nation can only be judged by the way it treats the poor. Inequality if not seriously addressed can be a fertile ground for political upheavals, crime and other anti-social behaviours.

1.9 Outcomes of the Resource Mobilization Strategy

The anticipated outcomes of the National OVC Resource Mobilization Strategy are:

- i) Increased resources for the national OVC response
- ii) Increased capacity of the OVC stakeholders to mobilize and manage resources
- iii) Increased awareness about OVC issues at all levels
- iv) Increased partnership between government, the private sector and other donors
- v) OVC issues mainstreamed in relevant line ministries and other sectors at national and local government level
- vi) Improved information about OVC resources flow and utilization.

1.10 Categories of resources for OVC interventions

Resources required to implement the National OVC response can be broadly categorised as follows:

- Human resources; these may be paid or voluntary
- Financial resources; from government; IDAs, donors, CSOs, private sector and community contribution (cash or in-kind & Social Capital)
- Goods and services; Vehicles and computer equipments, office space, advertising time or space, design and print facilities, technical advice, training services and airtime on radios/TV
- Time; that people may contribute voluntarily to various important aspects of OVC work

1.11 Resources required to implement the NSPPI-2

The MGLSD has come up with a costed NSPPI (2011-2016) that operationalizes the OVC Policy implementation at all levels. The NSPPI total budget is 142,406,970 US \$ or 3,313,295,335,000 Uganda Shillings which calls for concerted efforts to mobilize resources at all levels.

1.12 Roles and responsibilities of stakeholders

Potential resource partners and their contribution can be categorised at different levels as follows:

Government of Uganda

Uganda operates under a decentralized system and, both local governments and the central government are expected to play a leading role in resource mobilization for the OVC cause. It is critical that there be government ownership and leadership of the national response.

A National OVC Programme with strong government management signifies:

- Consistent programme direction and a coherent national response
- Potentially substantial resources, including staff, offices, equipment and services
- Coordination of external support
- Development of policies, implementation plans and guidelines
- Access to the whole spectrum of activities, disciplines and interests in the public sector.

Ministry of Gender Labour and Social Development (MGLSD)

Stakeholders in the OVC response want to see increased allocation of resources to OVC by central and local governments. The MGLSD will advocate for increased government expenditure on OVC and provide information on this contribution.

MGLSD Senior Management and NIU staff will play an active and effective role in resource mobilization. Fundraising should be considered an essential responsibility for senior management of the MGLSD including the Commissioner for Youth and Children and the Head of the NIU.

- MGLSD will strengthen the management of resource mobilization at National level within the OVC unit.
- Managers of OVC -MGLSD and other senior staff will meet with donors whenever the opportunity presents itself and subsequently brief their public awareness and resource mobilization teams on the details of their discussions.
- MGLSD will continuously identify the issues of greatest interest to individual donors and provide them with information highlighting the coincidence between these and OVC.
- MGLSD will place more priority on responding to the needs expressed by donors, such as requests for materials or any other information.
- MGLSD will generate and share their best impact stories for use in demonstrating the value of the National OVC response
- MGLSD OVC staff will learn not only to listen and respond, but also to integrate feedback from current donors and adapt accordingly.
- MGLSD will be rigorous in ensuring that donor reports are completed on time and that they respond to the donors' needs (i.e. reports are concise and well written, respect reporting formats etc.). If reporting burdens are onerous, MGLSD will renegotiate reporting terms so that donor's needs and requirements are satisfied.
- Fundraising and public awareness experts play a role in designing research projects and research staffs recognize the need for considering donor interests and concerns in project design.
- Fundraising, donor relations and communications personnel should work directly with researchers in planning major research programs on OVC to identify fundraising strategies and to ensure that research proposals reflect donor concerns.

- Public awareness and resource mobilization practitioners will harmonize and strengthen their strategies and activities at the MGLSD level to ensure that communication and advocacy enhance resource mobilization
- MGLSD will explore mechanisms to ensure cooperation and sharing between the related functions of public awareness and resource mobilization, as a means of providing more effective outputs (media -aware fundraising and donor-aware media relations).
- The MGLSD will designate one officer in the NIU to coordinate professional fundraising in addition to a full-time public awareness professional

Local Governments

Local Governments will be responsible for monitoring frontline service delivery and accountability for results. They will also be responsible for reporting on progress of implementation and achievement of planned results. This involves reporting on progress of implementation focusing on implementation bottlenecks/constraints

Donors and UN Agencies

The OVC response in Uganda has been largely donor driven. Their investment in the OVC response has significantly contributed to the OVC response in Uganda. However, there still remains glaring gaps in the OVC situation and therefore a need to further attract new potential donors. Awareness on the donor's interests and requirements (including accountability, results and reports) is imperative if their investment in OVC issues is to increase.

UN agencies such as UNICEF, ILO, UNFPA, UNIFEM and UNDP have provided support in different areas including technical assistance, advocacy, as well as efforts to leverage additional resources.

Their contribution Donors and UN Agencies to the OVC cause can be further aligned to include:

- Improved access to and exchange of best practices
- Improved access to technical resources (e.g. through technical resource networks)
- Better access to goods and services
- Technical assistance
- Supporting the development of resource materials
- Support/facilitate review and or development of policies and legislation

Civil Society Organisations (NGOs/FBOs/CBOs)

There are now innumerable OVC specific NGOs, national and international, that intervene and provide services across the whole range of protection and care strategies and activities. They play a vital role and make significant contributions to successful national responses. They present some unique advantages;

- The relevance and responsiveness to community and grassroots needs
- The committed and motivated human resources of the smaller national NGOs

- The ability to work with marginalized populations
- Ability to mobilize financial and non financial resources for OVC
- Advocate for the wellbeing of OVC and their care givers
- Making governments and other stakeholders accountable to marginalized communities

The Private sector

In Uganda there is a growing private sector whose resources can be tapped to benefit OVC households beyond corporate social responsibility. This can be enhanced through public private partnership models that are currently being spear headed by central and local governments. The potential of the private sector resides not just in the financial resources that can be tapped but also in the considerable human resources that it represents and the social leadership that it can provide. Other strengths include:

- A culture of efficiency, cost-effectiveness and accountability
- Professional and innovative approaches
- The capacity to mobilize resources
- A wide network that can be used to reach a wide audience

Communities

The community safety net can serve as a watch dog, counselor and can intervene at household level on children's behalf where urgent needs arise such as neglect, exploitation and abuse. The community can also provide support such as clothing, food, and health care to vulnerable children when households cannot due to sickness or economic problems.

Key interventions identified include:

- Community mobilization and awareness rising
- Community fundraising
- Income generating activities
- Promoting links to development programs
- Providing care and protection to vulnerable households
- Community labour and local resources
- Organising community dialogue meetings
- Priotization of OVC during planning processes
- Demanding Social accountability for OVC resources from leaders and service providers
- Monitoring programs, resources and quality of interventions
- Organising community dialogue meetings
- Priotization of OVC during planning processes
- Demanding Social accountability for OVC resources from leaders and service providers
- Monitoring programs, resources and quality of interventions

1.13 SWOT Analysis of Resource Mobilization for OVC

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Clear OVC agenda reflected in OVC Policy, SDIP, National Strategic Plan and other related Laws and guidelines. • Institutional capacity to manage OVC response at national, district and lower levels. • A dedicated National Implementation Unit in the MGLSD for managing OVC programme including resource management. • Existence of structure to spearhead OVC activities at central, Local government levels • Existence of an extended family system that is absorbing a number of OVC • OVC MIS to capture and provide information on OVC • Political stability and political will 	<ul style="list-style-type: none"> • Inadequate absorption capacity of available funds • Inefficiencies in receiving, tracking and monitoring funding • Few incentives of staff to fundraise • Inadequate knowledge and skills and or experience in resource mobilisation • Monitoring impact of resource utilisation is inadequate • Communication and engagement with donors not well managed • Deficiencies in management of the existing resources • Inadequate data to guide the resource mobilisation strategy • Communities are no longer adequately caring for OVC as it was partly due to increasing numbers, poverty levels and commercialisation
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Recognition for the increasing demand for services for OVC • Government commitment to social protection as reflected in National Development Plan and Social Development Investment Plan. • Strong institutional framework and capacity built at national, and district levels. • Positive and increased recognition of OVC. The increased positive visibility of the OVC brand in the public eye over the past five years enhances its value and offers a platform of opportunities for strategic outreach, communications and fundraising over the next five years. • Potential for strengthening partnerships with civil society and private sector • Capacity of civil society to mobilize other resources for OVC • Presence of potential new sources of funds e.g. DFID, Irish AID (cash transfer), Global Fund, PEPFAR 	<ul style="list-style-type: none"> • Continued relegation of Social Development as a non priority sector at least in terms of funding • Significant and increasing competition from other organisations and donor preference for civil society • Global financial crisis • HIV/AIDS still remains a global challenge contributing to high numbers of OVC

1.14 Principles of the Resource Mobilisation

In order to address the above challenges and improve resource mobilization for OVC, there is need to learn from the lessons learned and best practices concerning resource mobilization.

i) Good relationships are the foundation for effective resource mobilization

Transparency and collaboration are essential for building trust. Trust is essential for resource mobilization. Good personal relationships are just as important as strong professional relationships between organizations. Personalities matter. Government is strongest when it invites open collaboration.

ii) Transparency builds confidence

Transparency serves three purposes: it deters violations of norms; it reassures actors that others are not misusing resources, and it may also reveal problems with the existing regime that actors have not recognized before. Transparency is fostered by consistent, timely, accurate and comprehensive reporting of activities by implementers by removing disincentives and obstacles to reporting, and rewarding reporting and by collecting, processing, analyzing and disseminating the relevant information that is provided.

iii) Collaboration overcomes problems

Collaboration is part of networking. When people with common interests get to know each other, they often choose to work together, establish organizations and create alliances among themselves. Collaboration helps organizations to solve problems, overcome their differences and reach for goals of their organizations.

iv) Broadcasting successes is important for resource mobilisation

Analyze and tell others about successes. Be generous in publicizing donor contributions. Packaging good news is important. It can make a difference how you present your information. For example, the MGLSD must become better at telling donors how much they actually contribute to overall OVC response. Encourage best practice stories and be prepared to celebrate government, NGO and donor successes.

v) Accountability

The increased level of interaction with donors of different kinds shows that donors demand accountability. Increasing the mobilization of resources from them requires increased accountability culture among recipients of donor funds. Government is wholly accountable to the public, donors and development partners in regard to the utilization of all mobilized resources for OVC.

vi) Results Oriented

Donor funds are meant to change the status of children and their households. Continued access to donor funds will therefore have to be achieved through effective use of resources to create results and demonstrate the outcomes and impact.

vii) Maximizing use of resources

Within the context of strategic approaches to planning, mobilizing resources is as much about making better use of available resources as it is about mobilizing additional ones. Thus, stakeholders/actors in OVC interventions are duty bound to put to good use resources mobilised, which is envisaged to motivate current and potential donors/supporters to the OVC cause.

viii) Mainstreaming

The issue of OVC resource mobilization will be approached as a mutlisectoral level and different sectors are encouraged to attract resources for inclusion of vulnerable children in their interventions

ix) Partnership Building

Governments, development cooperation partners, the civil society and the private sector must come together and develop a common understanding to invest resources in addressing the OVC problem. By promoting partnerships between communities, between public and private sectors, and between communities and international research organisations, the NSPPI-2 implementation would enable Uganda to meet the needs of OVC.

2. STRATEGIC APPROACHES FOR RESOURCE MOBILIZATION

In order to realize the aspirations in the OVC policy and NSPPI-2, the MGLSD has set five strategies to increase resource mobilization and investment in OVC.

These include the following:

- i) Raise Awareness and increase commitment and responsiveness to OVC concerns among all stakeholders.
- ii) Strategic Partnership Development and Management
- iii) Enhancing capacity for OVC resource mobilization and management at national and local government levels
- iv) Mainstreaming OVC in other essential sectors at national and local government levels
- v) Increase resource tracking of OVC resources in the country

2.1 Raise awareness and increase commitment and responsiveness to OVC concerns among all stakeholders.

The aims of this strategy are:

- i) To ensure that key target audiences know and appreciate the situation and impact on OVC
- ii) Current donors increase and sustain their commitment to support OVC
- iii) Support for OVC comes from new as well as old donors

Specific actions

- Disseminate and implement an advocacy and communication strategy
- Develop a basic information package about OVC
- Proactively solicit and share information
- Enhance use of technology for information sharing i.e. regularly update the website; place a pop-up menu option that can attract potential supporters
- Strengthen communication with internal and external donors
- Include resource mobilization updates in all staff meetings and reports to senior management of the MGLSD and districts
- Use of data for evidence based decision making and planning at all levels
- Participate in budget conference presentations
- Raise awareness on OVC legislation
- Promote interaction between top management staff of the MGLSD and other line ministries and donors

2.2 Strategic Partnership Development and Management

The aims of this strategy are as follows:

- i) Increase support from and build alliances with philanthropic foundations, civil society organisations, individuals and the private sector which share OVC mission to increase the overall resource envelop
- ii) To optimize resources through corporate resource mobilization and allocation systems particularly with private sector
- iii) To develop close collaborations with foundations and other private funding sources.
- iv) To sustain and increase resources from current major donors and bring on board new ones

Specific actions

- Develop and strengthen partnership/ alliances with civil society organizations, private sector and communities which share the OVC mission
- Establish a resource mobilization working group at MGLSD and local governments
- Design and develop appropriate publicity materials to support the work of the resource mobilisation working group
- Streamline partnership terms between government, CSOs, private sector and communities
- Development of funding Concepts and Proposals for the private sector to support and engage in OVC activities
- Work closely with multilateral funding sources under the coordinated funding mechanisms e.g. Global Fund
- Organise annual round tables with donors and development partners

- Reach out and engage potential donors
- Institute mechanisms for MGLSD and local governments to interact with donors
- Government to advocate for a shift from individual organisation funding to basket support
- Produce results, monitor impacts to build donor confidence
- Promote bilateral discussions between government and donors on acceptable terms of support
- Strengthen accountability and transparency to donors
- Improve donor reporting systems and increase utilisation of donor funds
- Capitalise on national and international meetings to increase fundraising

2.3 Enhancing capacity for OVC resource mobilization and management at national, local government and community levels

- Capacity building of staff for resource mobilization
- To strengthen the management and effective utilization of resources at all levels.
- Increase MGLSD's credibility to donors through improved implementation of donor supported project
- Integrate OVC capacity building in the local government capacity building grant
- Promote mentorship of CBOs by NGOs in resource mobilization and management
- Promoting a separate stream of resources for Community Based Organisations
- Improve coordination/facilitation function e.g. to develop resource mobilization support tools, standard donor reporting template, donor information/intelligence on donor's new policy and initiatives.
- Develop fundraising plan of actions on short, medium and long term basis.

2.4 Mainstreaming OVC in other essential sectors at national and local government levels

The aim of this strategy is to ensure that resources within other key government sectors and programmes benefit OVC through inclusion and or targeting of vulnerable children. It also aims at increasing government contribution of resources for orphans and vulnerable children programmes at national and sub national levels,.

Specific Actions

- Generate data for evidence based planning
- Conduct joint planning between sectors at ministry and local government levels
- Include OVC budgetary allocations and expenditures on the list of performance measures for local governments
- Advocate for establishment of a conditional grant OVC
- Leveraging resources for OVC from projects and Programmes in other line ministries and departments at National ,District and Lower Local Government levels

- Integrate work plans and budgets of CSOs into the district and Lower Local Government plans
- Promote participation of donors, CSOs and the private sector in budget conferences at national, regional and local government levels

2.5 Increase Resource Tracking

Performance and tracking of funds coming into the country for OVC is very critical to assess the extent to which resources are raised by different actors to meet the NSPPI-2 resources targets and how they are utilised for intended purposes. To ensure accountability and a sustained interest, it will be important to track the use of funds, monitor the performance and establish clear reporting mechanisms. A good tracking mechanism will enable a detailed prioritization of spending of available funds

General actions

- Develop a system that tracks donor funds that are disbursed to target groups outside the government financial systems
- Donor profiling and donor intelligence:

This is about identifying and targeting donors. It includes an overview of all existing and potential donors, along with a review of past donor activities and areas of interest and conditions of support. For sector-wide activities, it will be important to ensure that funding from existing international donors is maintained, but also that new donors are addressed.

3. Monitoring and Evaluation

The implementation of this strategy requires effective monitoring and evaluation with appropriate feedback mechanisms. The strategy gives guidance by detailing that M&E functions shall be undertaken at all levels to enhance accountability and effectiveness. To ensure this, the following will be done.

4. Conclusions

The National Strategic Programme Plan of Interventions for Vulnerable Children (NSPPI-2) which covers the period 2011/12-15/16 requires a solid and predictable funding base that stems from active engagement with various partners. To this end, the MGLSD intends to maximize its considerable potential for growth with regard to all its funding modalities and sources, namely from donors, civil society, the central and local governments and the private sector. Increasing the funding base for OVC programmes is very much a team effort and a shared responsibility between the MGLSD and other line ministries as well as the civil society organizations. The MGLSD will intensify its outreach and advocacy efforts, as well as effectively communicate the results of its activities.

The goals outlined in this Resource Mobilization Strategy are necessary as a contribution to advancing the rights and aspirations of vulnerable children.

They are also entirely achievable given the current support for social protection for the most vulnerable, as well as the recognition that care and protection of the most vulnerable children including those affected by HIV/AIDS is essential to the attainment of internationally agreed development goals, including the MDGs. To meet these demands, the MGLSD will expand, diversify and deepen its resource base in the coming four years as indicated in its Strategic Plan. To meet these demands, the MGLSD will expand, diversify and deepen its resource base in the coming four years as indicated in its Strategic Plan.

5. Resource Mobilisation M&E Plan

Activities	Indicator/Unit of measurement:	Data source	Data acquisition by and Analysis, Use & Reporting	
			frequency	By whom (Person/Team)
Goal: Increased resources for OVC interventions at all levels				
Strategy 1: Raise Awareness and increase commitment and responsiveness to OVC concerns among stakeholders				
Outcome: Increased awareness, commitment and response to OVC issues by all stakeholder				
Lobby meetings with ULGA & private sector	# meetings held between ULGA and private sector	Quarterly Reports	Semi annually	PSWO, CDOs, Advocacy officer
Develop and disseminate referral guidelines as a way of resource sharing	% LG using referral guidelines	Quarterly Reports	Quarterly	PSWO, CDOs, TSOs, Advocacy officer
Carry out sensitization meetings	# sensitization meetings held	OVC-MIS Reports	Quarterly	PSWO, CDOs, TSOs, Advocacy officer
Print and disseminate IEC materials	# IEC materials printed and disseminated	OVC-MIS Reports	Quarterly	PSWO, CDOs, Advocacy officer
Carry out radio and TV programs	# Radio and TV programs	OVC-MIS Reports	Quarterly	PSWO, CDOs, Advocacy officer
Develop & disseminate advocacy & communication strategy	# of dissemination workshops	Quarterly Reports	Quarterly	MGLSD, TSOs, CBSD
Strategy 2: Strategic Partnership Development and Management				
Outcome: Increased partnership between government, the private sector and other donors				
Carry out mapping for donors (private sector, CSOs and community structures)	Proportion of districts with mapping reports	District Reports	Annually	PSWO, CDOs, RTO, TSOs
Enhance public-private partnerships with corporate sectors	# of MoUs between government and private/corporate sectors	District Reports	Annually	PSWO, Resource Tracking Officer
Solicit funding from the private sector	% and amount of funds received from the private sector	Budgets	Annually	PSWO, Resource Tracking Officer, District Planner

Activities	Indicator/Unit of measurement:	Data source	Data acquisition by and Analysis, Use & Reporting	
			frequency	By whom (Person/Team)
Establish a resource mobilization working group at MGLSD and local governments	% and amount of OVC resources allocated by LGs to OVC programmes	District Reports	Quarterly	PSWO, Resource Tracking Officer
Devise means of measuring community contribution	% LG and CSOs measuring community contributions	District and CSO reports	Quarterly	PSWO, Resource Tracking Officer, Relevant CSO staff
Organize annual donor and development partners conferences	# of conferences held	Conference reports	Annually	PSWO, MGLSD relevant staff
Strategy 3: Enhancing capacity for OVC resource mobilization and management at national, local government and community levels				
Outcome: Increased capacity to mobilize and manage resources				
Train MGLSD, local government and CSO staff in resource mobilization	# of staff trained in resource mobilization	Training reports	Quarterly	Relevant MGLSD NIU staff and PSWO
Develop action plans and carry out fundraising events	# of fundraising events held	District Reports	Annually	PSWO, CDO and CSOs
Mentor government staff in governance, leadership to promote accountability and transparency:	% of Districts submitting timely accountability and reports for OVC resources	District reports, Support supervision reports	Quarterly	Relevant MGLSD NIU staff and PSWO
Strengthen capacity of communities to monitor resource use	# of communities demanding for accountability for OVC resources	CSO reports, OVC-MIS, district reports	Quarterly	PSWO, CDO, SDO, CSOs
Develop and disseminate the resource mobilization strategy	% LG oriented on the use of the resource mobilization strategy	Training reports	Quarterly	Relevant MGLSD NIU staff and PSWO
	% of LGs with OVC budget allocations in the district development plan	Budgetary papers, MOFPED, Local Government Annual plans	Semi annually	MGLSD RTO
Strategy 4: Mainstreaming OVC in other essential sectors at national and local government levels				
Outcome: OVC issues mainstreamed in relevant line ministries and other sectors at national & LG level				

Activities	Indicator/Unit of measurement:	Data source	Data acquisition by and Analysis, Use & Reporting	
			frequency	By whom (Person/Team)
Participate in budget conference presentations	# ministry budgets integrating OVC	Conference reports	Annually	Advocacy officer, PSWO, District Planner, DCDO
Include OVC issues on the list of performance measures for local governments	% LG with OVC issues on the list of performance measures	District reports,	Annually	CAO, District planner, DCDO
Integrate CSO work plans and budgets into the district plans	% Districts with integrated work plans and budgets	Budgetary papers, MOFPED, Local Government Annual plans	Semi annually	CAO, District planner, DCDO
Conduct joint planning between sectors at ministry and local government and CSOs levels	% of districts conducting joint planning with CSOs and other sectors	District work plans, Planning Activity reports	Annually	CAO, District planner, DCDO
	# of joint planning meetings between MGLSD and other relevant line ministries and sectors	District work plans, Planning Activity reports	Annually	CAO, District planner, DCDO
Strategy 5: Increase Resource Tracking				
Outcome: Improved information about OVC resources flow and utilization				
Roll out national resource tracking tools	% of districts and development partners whose resources for OVC have been tracked	TSO and RTO Reports	Quarterly	TSO and RTO
Orient LG, and CSO staff in resource tracking	# of LG and CSO staff oriented on resource tracking	Training reports	Quarterly	TSOs
Carry out donor resource tracking visits	# of resource tracking visits conducted	Activity reports	Semi annually	RTO
	# of donors visited	Activity reports	Semi annually	RTO
	# of resource tracking reports	Activity reports	Semi annually	RTO

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THE REPUBLIC OF UGANDA

Resource Mobilisation Strategy for Implementation of the National Response to Vulnerable Children

MINISTRY OF GENDER LABOUR AND SOCIAL DEVELOPMENT

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