



THE REPUBLIC OF UGANDA



ADVOCACY AND COMMUNICATION STRATEGY FOR ORPHANS AND OTHER VULNERABLE CHILDREN 2010/11-2015/16

MINISTRY OF GENDER, LABOUR
AND SOCIAL DEVELOPMENT

November 2011





THE REPUBLIC OF UGANDA

ADVOCACY AND COMMUNICATION STRATEGY FOR ORPHANS AND OTHER VULNERABLE CHILDREN 2010/11-2015/16

MINISTRY OF GENDER, LABOUR
AND SOCIAL DEVELOPMENT

November 2011



Foreword

The 2010/2011-2015/2016 Advocacy and Communication Strategy is feeding into strategic objective four of the National Strategic Program Plan of Interventions for Orphans and Other Vulnerable Children which is strengthening institutional, policy, legal and other mechanisms that provide a supportive environment for a coordinated OVC response.

While progress has been made in the last five years of National Orphans and Other Vulnerable Children Strategic Program Plan of Interventions 2004/05-2009/10 implementation, only 11% children were reached with services. This small percentage according to the 2010 OVC Situational Analysis was partly attributed to limited knowledge about and appreciation of OVC issues by key stakeholders and the general public, limited meaningful participation of children and their households in programs targeting them as impediments to the delivery of OVC services among others. It was therefore imperative for an Advocacy and Communication Strategy to be developed in order for all the different stakeholders understand their role and above all to popularize the objectives and strategies in the National Strategic Program Plan of Interventions for Orphans and Other Vulnerable Children.

In March 2010 therefore, the Ministry of Gender, Labor and Social Development constituted an Advocacy and Communications Technical Working Group as a first step in the development of this strategy. The group included policy makers and OVC stakeholders at national and local levels. The group studied the advocacy and communication issues that were raised in the national OVC Situational Analysis Report which informed this Strategy. In particular, the report pointed out the inadequate coordination and collaboration among OVC actors to address the causes of vulnerability, resulting into the failure to include OVC issues among the priorities on the development agenda.

On my own behalf, and on behalf of the Ministry of Gender, Labour and Social Development, I wish to extend our sincere gratitude and appreciation to USAID and UNICEF who committed both technical and financial assistance that facilitated the development of this strategy. I am hopeful that this Advocacy and Communication Strategy will enable all stakeholders engaged in OVC work to carryout appropriate advocacy for OVC and communicate adequately on OVC response at all levels of governance in Uganda. I am further hopeful that this strategy will go a long way in popularizing the NSPPI 11 which is a five year plan that provides a framework to facilitate an effective and coordinated response to reduce vulnerability of children and improve their wellbeing.

HOPE NEVER RUNS DRY FOR ORPHANS AND OTHER VULNERABLE CHILDREN

Christine Guwatudde Kintu,

PERMANENT SECRETARY



TABLE OF CONTENTS

FOREWORD	II
TABLE OF CONTENTS	III
LIST OF ABBREVIATIONS AND ACRONYMS.....	V
GLOSSARY	VI
SECTION ONE: BACKGROUND	1
1.1 Introduction.....	1
1.2 OVC situation Analysis.....	1
1.3 Rationale	2
1.4 Layout of the document	2
1.5 Users of the strategy.....	2
1.6 Target Audiences.....	3
1.6.1 Primary Audience.....	3
1.6.2 Secondary Audiences	3
1.7 Linkage with existing policies, plans and legal frameworks	3
SECTION TWO: PRIORITY ISSUES FOR ADVOCACY AND COMMUNICATION	4
2.1 Introduction.....	4
2.2 Priority Issue 1: Inadequate funding for OVC programmes by all sectors at national and lower levels.	4
2.3 Priority Area 2: Limited knowledge on OVC concerns by key stakeholders and the general public.....	5
2.4 Priority Area 3: Inadequate enforcement and implementation of the legal and policy framework;.....	5
2.5 Priority Area 4: Inadequate integration of OVC concerns in other sectoral policies plans and programmes.....	6
2.6 Priority Area 5: Low meaningful child participation in decision making processes for programmes targeting children.....	6
SECTION THREE LOG-FRAME FOR THE STRATEGY	8



SECTION FOUR: COMMUNICATION STRATEGY	13
4.1 Introduction.....	13
4.2 Strategic direction	13
4.3 Message.....	13
4.4 Tools and Products	14
4.5 Communication Channels.....	15
4.6 The Channels	15
4.7 New Media Channels.....	15
4.8 Event - based communication.....	16
4.9 Other forms of communication.....	16
4.10 Logo and insignia.....	16
4.11 Structural and Capacity implications of this proposed strategy.....	17
SECTION FIVE: MONITORING AND EVALUATION FRAMEWORK	18



List of Abbreviations and Acronyms

AIDS: Acquired Immune Deficiency Syndrome

ART: Anti-Retroviral Therapy

CBOs: Community Based Organizations

CBSD: Community Based Services Department.

CICL: Children in Contact with the Law

CPA: Core Program Area

CSF: Civil Society Fund

CSOs: Civil Society Organizations

DOVCC: District Orphans and Other Vulnerable Children Coordination Committees.

HIV: Human Immune Deficiency Virus

IEC: Information, Education and Communication

M&E: Monitoring and Evaluation

MIS: Management Information System

NIU: National Implementation Unit

NOP: National Orphans and other Vulnerable Children Policy

NOSC: National Orphans and Other Vulnerable Children Steering Committee.

NSPPI: National Strategic Program Plan of Interventions for Orphans and Other Vulnerable Children

PWO: Probation and Social Welfare Officer.

SOVCC: Sub-County Orphans and Other Vulnerable Children Coordination Committee.

TWGs: Technical Working Group

UNICEF: United Nations International Children Education Fund

USAID: United States Agency for International Development



GLOSSARY

Child: A person below the age of 18 years.

Caregiver: An individual who takes primary responsibility for the physical, mental and emotional needs and wellbeing of the child.

Evaluation: The use of research methods to assess the effectiveness of a project, program or other interventions.

Household: A group of people who normally live and eat together in one spatial unit and share domestic functions and activities.

Impact: The Overall long-term results that a project achieves.

Inputs: The resources invested in a programme. It can be Human Resource, Money, Equipment and Supplies among others.

Monitoring: The process of data collection to assess whether the activities of a policy, project, programme or any other intervention are being implemented as planned.

Multi-Sectoral Approach: The process where actors from different sectors at different levels (Policy actors, essential sectors and service providers and beneficiaries)” work together to address issues concerning OVC.

Orphan: A child who has lost one or both parents.

Outcomes: The changes resulting from exposure to the programmes measured at the population level in the target population of the programme, project or other interventions.

Outputs: The immediate results achieved by the programme as a result of conducting the activities.

Vulnerable Child: A child who is suffering and/or is likely to suffer any form of abuse or deprivation and is therefore in need of care and protection.

Vulnerability: A state of being or likely to be in a risky situation, where a person is likely to suffer significant physical, emotional or mental harm that may result in their human rights not being fulfilled.



Section One: Background

1.1 Introduction

The National Orphans and other Vulnerable Children Policy (NOP) and its corresponding National Strategic Programme Plan of Interventions for Orphans and other Vulnerable Children (NSPPI-1) required that an advocacy and communication strategy be developed to popularize both documents. The NSPPI 1 expired in 2009 and a successor plan (NSPPI-2) was formulated in 2011. It was therefore imperative that a new strategy on communication and advocacy is put in place to popularize the OVC strategic plan and influence resource allocation for OVC response.

In March 2010, the Ministry of Gender, Labor and Social Development constituted an Advocacy and Communications Technical Working Group as a first step in the development of this strategy. The group included policy makers and OVC stakeholders at national and local levels. The group studied the advocacy and communication issues that were raised in the national OVC Situational Analysis Report which informed this Strategy. In particular, the report pointed out the inadequate coordination and collaboration among OVC actors to address the causes of vulnerability, resulting into the failure to include OVC issues among the priorities on the development agenda.

The Ministry of Gender, Labour and Social Development with support from development partners like UNICEF has developed the advocacy and communication strategy to enable all stakeholders engaged in OVC work to carryout appropriate advocacy for OVC and communicate adequately on OVC response at all levels of governance in Uganda. The strategy will also support in popularizing the NSPPI-2 which is a five year plan that provides a framework to facilitate an effective and coordinated response to reduce vulnerability of children and improve their wellbeing.

1.2 OVC situation Analysis

The 2010 OVC Situation Analysis commissioned by Ministry of Gender, Labour and Social Development acknowledges that OVC numbers are escalating rather than decreasing despite the concerted efforts by both government and its development partners. Statistics show that the number of orphans have increased from 11% in 2000 to 14.8% in 2010. Out of 17.1m children, about 2.43million (or 14.8%) are orphaned and 46% are due to HIV/AIDS. Approximately 3 million children are chronically poor, one in every four households has at least an orphan, of the 17.1million children, 8% are critically vulnerable while 43% are moderately vulnerable, 105,000 children are HIV and AIDS positive and 50,000 children need ART yet only 20% have access to ARTs

1.3 Rationale

The NSPPI 1 invigorated the response to the vulnerability of OVC. However by the end of the plan, only 11% had been reached with some kind of direct support. The OVC situation analysis



2010 identified limited knowledge about and appreciation of OVC issues by key stakeholders and the general public, limited meaningful participation of children and their households in programs targeting them as impediments to the delivery of OVC services among others.

While substantial amount of resources was mobilized for the implementation of NSPPI 1, the number and level of vulnerability of children Uganda is increasing. For example the percentage of orphans has increased from 11% in 2000 to 14.8 % in 2010. Similarly, the number of orphans and other vulnerable children that require external support increased from 7.6m in 2008 to 8.1m in 2010 (Situational Analysis Report 2010). In summary, the above challenges have a direct bearing on the nature of the advocacy and communication strategy required to support the desired national response under NSPPI-2

1.4 Layout of the document

The strategy comprises of five sections. Section one presents information on background, introduction, OVC situation analysis, Users of the strategy, target audience and linkage with existing policies, plans and legal frameworks, section two covers priorities and outcomes, section three highlights the log-frame, section four presents the strategic direction of the strategy, messages, logo & insignia, channels, tools and products and structural and capacity implications of the strategy and section five contains the M+E framework

1.5 Users of the strategy

The following people will use the strategy;

- i. Officials in the Social Development Sector at the national, district, sub-country and lower levels
- ii. Officials in Line Ministries, Departments and Agencies of Government at National, district and sub-county levels.
- iii. Civil Society Organizations and Private Sector supporting OVC response.
- iv. Development partners supporting OVC.

1.6 Target Audiences

This is important to ensure that communications are responsive and well received. The Advocacy and Communication strategy therefore is designed to meet specific audience's needs. The targeted audience is not limited to the following;



1.6.1 Primary Audience

Policy Makers and Implementers: Sectoral ministries like Office of the Prime Minister, Internal Affairs, Local Government, Justice and Law, Education, Health and Agriculture.

- a) Development Partners
- b) Local Governments: LC V and III and their councils, CAOs, Planners, Secretaries for Children,
- c) CSOs implementing OVC programs
- d) OVC and OVC Households
- e) Media institutions
- f) MPs on key sectoral committees

1.6.2 Secondary Audiences

- The media both print and electronic.
- Members of Parliament
- Prospective donors
- Religious institutions
- Traditional institutions
- District & Subcounty OVC Coordination Committees
- Corporate organizations and the business community in general
- Community members

1.7 Linkage with existing policies, plans and legal frameworks

The advocacy and communication strategy feeds into strategic out of NSPPI-2 that seeks to strengthen institutional policy and legal mechanisms that provides a supportive environment for a coordinated and effective response to orphans and other vulnerable children. The strategy also links with the OVC Policy, Child Labour Policy and Social Development Sector Strategic Investment Plan (SDIP 2), specifically the strategy we raise advocacy and information based on these programme documents.



Section Two: Priority issues for Advocacy and Communication

2.1 Introduction

The following were identified as key advocacy and communications issues for OVC in the next five years of NSPPI -2 implementation.

- (i) Inadequate funding for OVC programmes by all sectors at national and lower levels;
- (ii) Limited knowledge on OVC issues by key stakeholders and the general public;
- (iii) Inadequate enforcement and implementation of the legal and policy framework;
- (iv) Lack of a comprehensive social protection policy framework; and
- (v) Low meaningful child participation in decision making processes for programmes targeting children.

2.2 Priority Issue 1: Inadequate funding for OVC programmes by all sectors at national and lower levels.

There are currently four major sources of funding for OVC. These are government, civil society, development partners and communities.

The Government funding is channeled through the Ministry of Gender, Labor and Social Development, other sectors and Local Governments. Each sector therefore has funding for OVC but vulnerable children concerns are not prioritized.

Whereas substantial amounts of resources are channeled through civil society organizations for OVC programming, CSOs outreach is inadequate and their capacity to provide comprehensive services is limited.

Development Partners are currently the major funders of the OVC response. The challenge however is that funding from development partners is still inadequate.

Communities where OVC reside have locally generated resources which could contribute to the implementation of a plan if well harnessed.

Outcomes

- Increased government and donor resource allocation to vulnerable children interventions at national and lower levels;
- OVC integrated in all sector plans and budgets at national and local government levels.



- Conditional grant for child care and protection disbursed to all local governments
- Child care and protection included in the Local Government Assessment Framework.

2.3 Priority Area 2: Limited knowledge on OVC concerns by key stakeholders and the general public

Generally, there is limited knowledge of OVC issues across the social strata. This lack of basic information is related but not limited to the following areas:

- The definition of a vulnerable child
- The understanding of a comprehensive package to pull a child out of vulnerability
- The limited understanding by policy makers that failure to address the vulnerability of OVC is a critical development challenge
- Limited knowledge and negative attitudes to children's rights by adults.

Advocacy Outcome: Increased knowledge and response to OVC concerns in the country by all actors.

2.4 Priority Area 3: Inadequate enforcement and implementation of the legal and policy framework;

Legal protection of children is enshrined in the Constitution of the Republic of Uganda and the Children Act (Cap 59). The Constitution provides for special protection to children in general and vulnerable children in particular. It guarantees children the right to know and understand their rights and to be cared for by their parents or guardians, access medical treatment and to be protected from all forms of exploitation and abuse. The Children Act stipulates the provisions for the promotion and protection of the rights of children.

Uganda is also a party to international instruments on orphans and other vulnerable children. Despite the existence of the policy and legal frameworks, implementation and enforcement is still constrained by among others inadequate resources, limited knowledge and appreciation of children's rights and responsibilities. For instance family and children's courts as well as district remand homes have not been prioritized.

Outcome

Increased enforcement, enjoyment of rights and fulfillment of responsibilities by children.



2.5 Priority Area 4: Inadequate integration of OVC concerns in other sectoral policies plans and programmes.

The burden of caring for OVC continues to be overwhelming. Out of an estimated 17.1 million children, 7.5 (45 percent) are experiencing child poverty. The majority of OVC households are taken care of by widows, widowers or grandparents. They are overburdened to destitution. In light of the critical role they play in societies, their efforts need to be complimented by both the state and private actors. To this end, government has promoted partnership with CSOs in the implementation of programs for OVC but the demand for services is still high. Hence the need to advocate for integration of OVC issues in the Policies, plans and programmes of other sectors.

In particular, there is need to advocate for child sensitive social protection interventions which;

- (i) Avoid adverse impacts on children, and reduce or mitigate social and economic risks that affect children;
- (ii) Intervene as early as possible where children are at risk;
- (iii) Consider the age and gender specific risks and vulnerabilities of children;
- (iv) Mitigate the effects of shocks, exclusion and poverty on families;
- (v) Make special provision to reach children who are critically and moderately vulnerable; and
- (vi) Consider intra-household dynamics, with particular attention paid to the balance of power between men and women.

Advocacy Outcome:

Increased integration of OVC concerns in sectoral policies, plans and programmes.

2.6 Priority Area 5: Low meaningful child participation in decision making processes for programmes targeting children.

In general there is inadequate meaningful participation of children in decision making processes on matters that affect their wellbeing. This is a key bottleneck to the realization of children's rights.

Children views have rarely been considered during OVC planning, budgeting, implementation, monitoring and evaluation, yet decisions that reflect their views are very important for increased effectiveness of interventions.



With regard to OVC, there need to advocate for more child participation in policies and programs that affect them. The principle of child participation makes it necessary to discredit the adult misconception about children’s ability to decide on matters that affect them and open dialogue with children at all levels.

Advocacy Outcome: Increased participation of children in decision making processes.



Section Three: Log-frame for the strategy

<p>Advocacy Issue: 1</p> <p>Advocacy Outcome</p>	<ul style="list-style-type: none"> ❖ Inadequate funding for OVC programmes by all sectors at national and lower levels; ❖ Increased government and donor resources allocation to vulnerable children interventions at national and lower levels <ul style="list-style-type: none"> • OVC integrated in all sector plans and budgets at national and local government levels. • Conditional grant for child care and protection for all local government • Child care and protection included in the local government assessment framework 		
<p>Target Audience: (Direct Audience)</p>	<p>Advocacy Partners (Indirect Audience)</p>	<p>Advocacy Actions (Methods of Advocacy)</p>	<p>Communication Channels</p>
<p>Action Plan:</p>			
<ul style="list-style-type: none"> • Ministry of Finance • Policy makers both at the national and local government levels. • Ministry of Local Government, Education, Agriculture, Justice, Internal Affairs and Office of the Prime Minister. • Development Partners/donor community • District Councils, DOVCCs and SOVCCs • Religious and Traditional/cultural Institutions. • OVC and non OVC CSOs 	<ul style="list-style-type: none"> • Ministry of Gender, Labour and Social Development • OVC Service providers • Civil Society Fund • The media fraternity • Private Sector (UMA, PSF, UBA) 	<ul style="list-style-type: none"> • Hold meetings with Parliamentary Social Services Committee and MoFPED • Prepare and present a concept on OVC situation in Uganda to Parliament (<i>Covering newly elected MPs</i>) • Hold joint planning meetings with line ministries (<i>responsible sectors</i>) • Hold bi-annual round table discussions with International donors/private sector/ULGA • Participate in regional and district budget conferences • Disseminate and orient staff on resource mobilization strategy 	<ul style="list-style-type: none"> • Participation in designing programs. • Participating in review meetings of strategic plans for all sectors. • Dissemination of OVC fact sheets. • Weekly update of the website • National & Regional advocacy meetings • Mass media campaigns on Radio/TV using OVC media network • Partnership meetings • Sensitization and lobby meetings with new MPs and district leaders



<p>Advocacy Issue 2</p> <p>Advocacy Outcome</p>	<p>❖ Limited knowledge on OVC concerns by key stakeholders and the general public</p> <p>❖ Increased knowledge and response to OVC concerns in the country by all actors.</p>		
<p>Target Audience (Direct Audience)</p>	<p>Advocacy Partners (Indirect Audience)</p>	<p>Advocacy Tools and Activities (Methods of Advocacy)</p>	<p>Communication Channels</p>
<p>Action Plan:</p>			
<ul style="list-style-type: none"> • Development partners • Policy makers both at national and local government levels i.e. Parliament of Uganda and the District Councils. • OVC and non-OVC service providers. • The media Fraternity • Local Governments especially Community Based Services Department • DOVCCs and SOVCCs • Religious Institutions • OVC and their House Holds • MGLSD staff • Care Givers, Child Protectors 	<ul style="list-style-type: none"> • Gou both at the national and local government level. • CSOs working with OVC (CSOs) both at national and community levels. • National NGO Forum • District NGO Forums 	<ul style="list-style-type: none"> • Translate the NOP into popular local languages • Roll-out the OVC policy and the new NSP • Organize training for the Uganda media fraternity on OVC • Compile and print annual OVC bulletin (<i>situation & progress</i>) • Hold radio/TV shows on OVC • Regularly update the OVC website • Organize regional and national OVC expo • Print and disseminate OVC IEC materials (<i>Calendars, Brochures, Stickers, Posters & Yellow ribbon</i>) • Technically support districts to hold experiencing sharing forums • Run radio and TV spots on OVC 	<ul style="list-style-type: none"> • Dissemination workshops • National & Regional advocacy meetings. • Lobby meetings • IEC advocacy materials • Mass media campaigns on Radio/TV • Training workshops • Media interaction forum • E-newsletters • sensitization
<p>Advocacy Issue: 3</p> <p>Advocacy Outcomes</p>	<p>❖ Inadequate enforcement and implementation of the legal and policy framework</p> <p>❖ Increased enforcement, enjoyment of rights and fulfillment of responsibilities by children.</p>		



<ul style="list-style-type: none"> • Action Plan: 			
Target Audience (Direct Audience)	Advocacy Partners (Indirect Audience)	Advocacy Actions/Activities (Methods of Advocacy)	Communication Channel
<ul style="list-style-type: none"> • CSOs working with OVC. • Policy makers both at the national and local government levels.(MPs, Police, MJCA, MLG) • Development Partners/donor community to finance the process • National NGO Forum • District Councils • DOVCCs • SOVCCs • OVC and OVC House Holds 	<ul style="list-style-type: none"> • UAC • UCRNN • Line Ministries • MGLSD • UNASO • District NGO Forums • ULS, UCRC, FIDA, UHRC, • ULGA 	<ul style="list-style-type: none"> • Roll-out the UNCRC, ACRWC & Children Act (CBSD, Police, Sec for Children Affairs, Dist Social Service Committee e.t.c) • Technically support LGs to develop bye-laws protecting the rights of children esp. OVC • Develop & present a concept paper to Parliament on relevancy of passing the Children’s Amendment Bill • Financially support regions to establish and/or expand regional reception & remand homes • Train remand home and reception centre staff on child handling skills • Liaise with Telecom companies to establish regional toll free telephone lines and make the community aware of their existence • Technically support LG efforts in holding joint community awareness campaigns with Police (NIU, TSO, CBSD office & Police Community Liaison Officer) • Liaise with Police administration to integrate administrative Law II in the Police training syllabus • Technically support Police & LGs to establish child friendly detaining units at every Police station • Liaise & develop MOU with MoH to provide free medical checkups & treatment to sexually abused Children • Liaise & develop MOU with MoH to provide free medical checkups & treatment to sexually abused Children • Induct newly recruited Probation Officers & CDOs 	<ul style="list-style-type: none"> • Dissemination workshops • Popular versions of policies • Video documentaries • Translation of policies, plans and guidelines • Media article placements • Radio and TV talk shows



<p>Advocacy Issue: 4</p> <p>Advocacy Outcome</p>	<ul style="list-style-type: none"> ❖ Lack of a comprehensive social protection policy framework (<i>needs clarification</i>) ❖ OVC concerns integrated into sectoral policies, plans, programmes and funds released. 		
<ul style="list-style-type: none"> • Action Plan: 			
<p>Target Audience (Direct Audience)</p>	<p>Advocacy Partners (Indirect Audience)</p>	<p>Advocacy Actions/Activities (Methods of Advocacy)</p>	<p>Communication Channel</p>
<ul style="list-style-type: none"> • CSOs working with OVC. • Policy makers both at the national and local government levels. • Development Partners/donor community to finance the process • National NGO Forum • District Councils • DOVCCs • SOVCCs • OVC and OVC House Holds 	<ul style="list-style-type: none"> • UAC • UCRNN • Line Ministries • MGLSD • UNASO • District NGO Forums 	<ul style="list-style-type: none"> • Formulate & finalize the Social Protection Policy and implementation plan • Liaise with NPA to include OVC into the National Development Plan • Compile, present, submit & ensure that OVC concerns are integrated into SDIP • Assess local government budgetary allocations to OVC programs 	<ul style="list-style-type: none"> • Dissemination workshops • Popular versions of policies • Video documentaries • Translation of policies, plans and guidelines • Coordination meetings



<p>Advocacy Issue: 5</p> <p>Advocacy Outcome</p>	<ul style="list-style-type: none"> ❖ Low meaningful child participation in decision making processes for programmes targeting children. ❖ Increased participation of OVC in programming. 		
<p>• Action Plan:</p>			
<p>Target Audience (Direct Audience)</p>	<p>Advocacy Partners (Indirect Audience)</p>	<p>Advocacy Actions/Activities (Methods of Advocacy)</p>	<p>Communication Channel</p>
<ul style="list-style-type: none"> • CSOs working with OVC. • Policy makers both at the national and local government levels. • Development Partners/donor community to finance the process • National NGO Forum • District Councils • DOVCCs • SOVCCs • OVC and OVC House Holds 	<ul style="list-style-type: none"> • UAC • Line Ministries • NCC • UNASO • District NGO Forums • MOES • Makerere and Kyambogo Schools of Education 	<ul style="list-style-type: none"> • Roll-out the national guidelines on child participation (<i>Adults & children</i>) • Technically support LGs to train selected stakeholders on basic skills on child handling & counseling • Technically support LGs to form and functionalize child forums at all levels • Technically support LGs to hold quarterly coordination meetings • Monitor and evaluate compliance of CSOs in making children participate in all aspects of project work • Conduct action research over compliance of families on appreciation of child participation in decision making Liaise & support OVC to present regional memoranda to Parliament of Uganda 	<ul style="list-style-type: none"> • Dissemination workshops • Popular versions of policies • Video documentaries of success stories of child participation • Training workshops for CSOs



Section Four: Communication Strategy

4.1 Introduction

This strategy seeks to guide stakeholders to understand communication peculiarities of various constituencies while implementing NSPPI -2. Each one of them will require a different approach, techniques and channels.

4.2 Strategic direction

- (a) For policy makers, implementers and political leadership different communication techniques will be employed to enable them understand the magnitude of OVC issues and appreciate the cost of inaction.
- (b) For direct beneficiaries of OVC response and partners in service delivery, communication techniques are needed to ensure that guidelines are followed, and that the impact of their response is shared and extended. With declining external resource inflows, the new morality in international development assistance lays emphasis on communicating impact of interventions. This strategy recommends a set of one-day training/refresher workshop for OVC operators especially CSOs in selected areas to widen their advocacy and communication skills, e.g. dealing with media; preparing for TV interview; harnessing the power of Radio; Using Disc Jockeys (DJs) to sell your message; Reporting Impact. Details will be worked out when that need arises
- (c) For funding agencies, researchers and other stakeholders, a plan is needed to ensure visibility in the field and sharing exchanges on experience gathered from OVC target populations.
- (d) For national media, a different plan is needed to build a sustained relationship that supports OVC advocacy, develops a dedicated network of OVC journalists through capacity building. It is these OVC specialized journalists, and not generalists who will champion OVC issues in the media.

4.3 Message

The multi-sectoral nature of NSP-2 seeks to address various OVC issues that cut across government departments at all levels. Moreover, the priority areas identified for advocacy and communication demand that different sets of messages are disseminated to various target groups, in a well laid-out time frame. The advocacy and communication strategy proposed here will support the different key interventions to achieve the strategic objectives under the NSP-2 framework.



This implies that implementers of different interventions will work with the advocacy and communications team to develop appropriate messages and timelines for their delivery to relevant audiences. The messages will then be built into the communication plans for various audiences and delivered on agreed schedule. Messages are expected to change from time to time.

Streamlining of message delivery is essential to avoid confusing constituents, and also to prevent a message overload.

4.4 Tools and Products

This strategy will employ a variety of tools, platforms and various products to communicate OVC issues to the different constituents. Below are the tools this strategy will employ. However, the choice of tools will depend on their relevance to each of the target groups.

(a) For policy makers, implementers, political leadership and chief executives in the private sector

- i. Policy briefs
- ii. Position papers
- iii. Fact and evidence sheets and presentations
- iv. Face to face meetings
- v. Take-home messages of exciting facts
- vi. Presentation over working breakfast, seminars, workshops
- vii. Posters
- viii. Calendars and diaries

(b) For local communities

- i. Barazas
- ii. Radio programs or radio spots
- iii. Theatre for development
- iv. Mobile cinemas and video shows

(c) For media

- i. Press briefings
- ii. Interviews
- iii. Newsletters
- iv. Electronic newsletter
- v. Field trips



4.5 Communication Channels

This strategy seeks to ensure that OVC messages are seen and heard by the right people at the right time. To this end, the channels of communication will be selected according to their relevancy to the intended target audience. Some of these are traditional channels, but this strategy also recommends an increased use of modern media channels to increase reach and impact of OVC messages.

4.6 The Channels

- i. **Radio Programs** on agreed stations chosen because of their listenership and language. Radio products will be segments, full sponsored programs, spots and jingles or promotional materials. The strategy is to earmark airtime to communicate OVC issues at regular intervals using agreed content. Effective radio OVC promotion will also involve use of popular radio DJs who command wide listenership. Whereas experts have the information on OVC, the DJs have the communication skills and dedicated audiences.
- ii. **Television:** This strategy shall utilize Television services despite the limited coverage. Popular stations, especially local language stations shall be used to air drama productions and advertisements including spots and jingles on OVC. Features and documentaries on OVC shall be developed and aired.
- iii. **Print Media:** The mainstream newspapers will be used to a larger extent to carry news articles, opinions and features on current OVC issues. Newspapers written in local languages shall be particularly be targeted.
- iv. **Periodic journals:** These will contain articles on various aspects and progress in OVC interventions shall be inserted in newspapers.
- v. **Walk-in cinema sheds:** These are very popular because they are affordable and air popular movies which target mostly potential victims of vulnerability and shall therefore be used to communicate OVC messages. Short OVC promotional DVDs shall be produced and distributed to these walk-in operators, through their organization to be aired before main shows or during interludes. Similar promotion shall be extended to cinema halls and theatres.

4.7 New Media Channels

The rapid changes in technology and the way people receive information has major implications for communication. These new media forms, especially the internet, has accelerated the news cycle and expanded the means through which the public accesses information. This also means that the response time to deliver information and to react to it has also been greatly reduced. This therefore has implications on the OVC campaign.



This strategy shall utilize the new media platforms to communicate OVC issues. It shall also use new media technologies to reach the targeted audiences and/or users. Below are some of the proposed new media platforms that shall be utilized in the campaign for OVC issues.

- (i) Website: The Ministry of Gender, Labor and Social Development website/OVC page shall be constantly updated with informative and interactive materials on OVC.
- (ii) Blogs shall be promoted to encourage operators to post views, compare notes and experiences as well as cause debate on OVC issues.
- (iii) Social Networks such as face book and YouTube shall be promoted to increase interactions on OVC issues within and outside Uganda.
- (i) Cell phones: These have become an increasingly effective media channel because of their personal and interactive nature. This strategy shall initiate outreach with leading telecommunication firms to develop products on their network that support specialized children issues in general and OVC in particular on a toll free help line as a corporate social responsibility for these telecommunications firms. This helpline shall have options for the public to report or send pictures on child abuse make OVC related inquiries and give a feedback.

4.8 Event - based communication

National events shall be organized to communicate OVC issues to stakeholders. This will take the form of experience sharing and awareness conferences, exhibitions, exchange visits, cycling races, symposia as well as children *expos* featuring achievements and trends in children issues. These events shall be used to increase visibility for OVC, recognize star performers, funding agencies, development partners and the private sector.

4.9 Other forms of communication

- (i) **Stickers:** Stakeholders shall work with taxi bus operators and other car owners to drape stickers with agreed OVC messages on their vehicles. These easy-to-grasp messages are read by many people where all these vehicles pass.
- (ii) **Posters** portraying OVC messages shall be displayed in various public and private locations.
- (iii) **Brochures** stipulating OVC messages shall be printed and distributed to various stakeholders.

4.10 Logo and insignia

In addition to the OVC slogan, '*Hope Never Runs Dry*', the yellow ribbon logo shall be used to promote OVC campaigns. This logo shall be useful to partners especially corporate who wish to identify with OVC. The logo will further help in communicating the OVC solidarity and commitment to serving vulnerable children and their households.



4.11 Structural and Capacity implications of this proposed strategy

The effective implementation of this strategy shall require robust, creative, innovative and technical teams. A national team will be constituted (*comprising of national and district staff*) and trained on the strategy. The team will then train regional teams (*comprising sub-county, NGO and community representatives*) to harness appropriate implementation of the strategy. However, the national team will continue providing technical support to regional teams. A media network of journalists which is instrumental in making balance reporting on OVC response will be strategically targeted to promote this strategy.



Section Five: Monitoring and Evaluation Framework

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				
Priority 1: Inadequate funding for OVC programmes by all sectors at national and lower levels				
Outcome:				
<ol style="list-style-type: none"> 1. Increased government and donor resources allocation to vulnerable children interventions at national and lower levels; 2. OVC integrated in all sector plans and budgets at national and local government levels. 3. Conditional grant for child care and protection for all local government 4. Child care and protection included in the local government assessment frame work. 				
Hold meetings with Parliamentary Social Services Committee and MoFPED	# of meetings held Amount of funds allotted to OVC	Progress reports	Semi-annual	MGLSD/NIU/ NOSC
Prepare and present a concept note on OVC situation in Uganda to Parliament (<i>Covering newly elected MPs</i>)	# of concept papers presented to parliament # of Parliamentarians voting for OVC funds allocation	Progress reports	Semi-annual	MGLSD/NIU/ NOSC
Hold joint planning meetings with line ministries (<i>responsible sectors</i>)	# of meetings held # of line ministries with integrated OVC plans	Progress reports	Semi-annual	MGLSD/NIU/ NOSC
Hold bi-annual round table discussions with International donors/private sector/ULGA	# of round table discussions held Amount of funds allotted to OVC	Progress reports	Semi-annual	MGLSD/NIU/ NOSC
Participate in regional and district budget conferences	# of budget conferences attended Amount of fund committed to OVC work	Progress reports	Semi-annual	MGLSD/NIU/ NOSC/CBSD
Disseminate and orient staff on resource mobilization strategy	# of staff oriented # of trainees applying acquired skills	Progress reports Attendance lists Pictures	Semi-annual	MGLSD/NIU



Priority 2: Limited knowledge on OVC issues by key stakeholders and the general public

Outcome: Increased knowledge and response to OVC concerns in the country by all actors.

Translate the NOP into popular local languages	# of NOP copies translated into local languages	NIU Archives	Annual	MGLSD/NIU/UNICEF
Roll-out the OVC policy and the new NSP	# of trainings conducted # of trainees applying acquired skills	Progress reports Attendance lists Pictures	Quarterly	MGLSD/NIU/TSOs
Organize training for the Uganda media fraternity on OVC	# of training held # of journalists reporting on OVC	Progress reports Attendance lists Pictures	Semi-annual	MGLSD/NIU
Compile and print annual OVC bulletin (<i>situation & progress</i>)	# of OVC bulletins printed # of bulletins distributed	Progress reports	Annual	MGLSD/NIU/UNICEF
Hold radio/TV shows on OVC	# of radio and TV shows telecasted	OVC-MIS Reports	Quarterly	MGLSD/NIU/UNICEF/CBSD
Regularly update the OVC website	# of OVC website updates done	Progress reports	Quarterly	MGLSD/NIU
Organize regional and national OVC expo	# of regional OVC expos held	Progress reports Attendance lists	Bi-annual	MGLSD/NIU/UNICEF
Print and disseminate OVC IEC materials (<i>Calendars, Brochures, Stickers, Posters & Yellow ribbon</i>)	# IEC materials printed and disseminated	OVC-MIS Reports Attendance lists	Quarterly	MGLSD/NIU/UNICEF
Technically support districts to hold experiencing sharing forums	# of forums held	Progress reports	Bi-annual	MGLSD/NIU/TSOs
Run radio and TV spots on OVC	# of radio and TV spots telecasted	NIU archives (<i>recorded tapes</i>)	Quarterly	MGLSD/NIU/UNICEF



Priority 3: Inadequate enforcement and implementation of the legal and policy framework;

Outcome: Increased enforcement, enjoyment of rights and fulfillment of responsibilities by children

Roll-out the UNCRC, ACRWC & Children Act (CBSD, Police, Sec for Children Affairs, Dist Social Service Committee e.t.c)	# of trainings held # of trainees applying acquired skills	Progress reports Attendance lists Pictures	Quarterly	MGLSD/NIU/TSOs
Technically support LGs to develop bye-laws protecting the rights of children esp. OVC	# of LGs with bye-laws protecting children rights	Progress reports	Quarterly	MGLSD/NIU/TSOs
Develop & present a concept paper to Parliament on relevancy of passing the Children's Amendment Bill	# of concept papers presented to parliament # of Parliamentarians that support passing the Children's Amendment Bill	Progress reports	Annual	MGLSD/NIU/ UNICEF
Financially support regions to establish and/or expand regional reception & remand homes	# of regional RHs & RCs established/ expanded	Progress reports Pictures	Annual	MGLSD/NIU/ UNICEF
Train remand home and reception centre staff on child handling skills	# of trainings conducted # of trained staff applying acquired skills	Progress reports Attendance lists Pictures	Quarterly	MGLSD/NIU
Liase with Telecom companies to establish regional toll free telephone lines and make the community aware of their existence	# of toll free lines established # of child abuse cases reported through TF lines	Progress reports	Quarterly	MGLSD/NIU/ UNICEF
Technically support LG efforts in holding joint community awareness campaigns with Police (NIU, TSO, CBSD office & Police Community Liaison Officer)	# of LGs supported	Progress reports Attendance lists Pictures	Quarterly	MGLSD/NIU/TSOs



Liaise with Police administration to integrate administrative Law II in the Police training syllabus	# of meetings held Availability of revised Police training curriculum	Minutes	Quarterly	MGLSD/NIU/ UNICEF
Technically support Police & LGs to establish child friendly detaining units at every Police station	# of Police stations with child friendly detaining units	Progress reports Pictures	Quarterly	MGLSD/NIU/ UNICEF
Technically support LGs to establish and/or strengthen family and children courts at all levels	# of LGs with functional FCCs	Progress reports Pictures	Quarterly	MGLSD/NIU/ UNICEF
Liaise & develop MOU with MoH to provide free medical checkups & treatment to sexually abused Children	# of meetings held MOU in place	Minutes Progress report	Quarterly	MGLSD/NIU/ UNICEF
Induct newly recruited Probation Officers & CDOs	# of PSWOs trained # of trained PSWOs applying acquired skills	Progress report Attendance lists Pictures	Quarterly	MGLSD/NIU
<p>Priority 4: Inadequate integration of OVC concerns in other sectoral policies plans and programmes. (Lack of a comprehensive social protection Policy framework)</p> <p>Outcome: OVC concerns integrated into sectoral policies, plans, programmes and funds released</p>				
Formulate & finalize the Social Protection Policy and implementation plan	Policy and plan in place	Progress report Attendance lists	Quarterly	MGLSD/NIU
Liaise with NPA to include OVC into the National Development Plan	# of meetings held OVC integrated into NDP	Minutes Progress report	Annual	MGLSD/NIU
Compile, present, submit & ensure that OVC concerns are integrated into SDIP	# of meetings held OVC integrated into SDIP	Minutes Progress report	Annual	MGLSD/NIU
Assess local government budgetary allocations to OVC programs	# of LGs assessed	Minutes Progress report	Annual	MGLSD/NIU



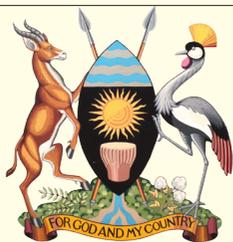
Priority 5: Low meaningful child participation in decision making processes for programmes targeting children

Outcome: Increased participation of OVC in programming

Roll-out the national guidelines on child participation (<i>Adults & children</i>)	# of trainings held # of trainees applying acquired skills	Progress report Attendance lists Pictures	Quarterly	MGLSD/NIU/TSOs
Technically support LGs to train selected stakeholders on basic skills on child handling & counseling	# of trainings held # of trainees applying acquired skills # of OVC & caregivers reached by trained counselors	Progress report Attendance lists Pictures	Quarterly	MGLSD/NIU/TSOs
Technically support LGs to form and functionalize child forums at all levels	# of LGs supported # of functional child forums	Progress report Attendance lists Pictures	Quarterly	MGLSD/NIU/TSOs
Technically support LGs to hold quarterly coordination meetings	# of LGs supported	Minutes Progress report Attendance lists	Quarterly	MGLSD/NIU/TSOs
Monitor and evaluate compliance of CSOs in making children participate in all aspects of project work	# of IPs complying with making children participate in project work	Progress report	Quarterly	MGLSD/NIU/TSOs
Conduct action research over compliance of families on appreciation of child participation in decision making	# of families where children participate in decision making	Research report	Annual	MGLSD/NIU/ TSOs
Liaise & support OVC to present regional memoranda to Parliament of Uganda	# of regional memoranda presented to parliament	Parliamentary Hansard	Annual	MGLSD/NIU/TSOs



Financial support for this publication was provided by the President's Emergency Plan for AIDS Relief through the United States Agency for International Development (USAID) under Cooperative Agreement AID-617-G-1000004 with UNICEF in support of Strengthening the Ministry of Gender, Labour and Social Development's Management of the National OVC Response.



USAID
FROM THE AMERICAN PEOPLE

