

LOCAL COALITION ACCELERATOR UGANDA JOINT WORK PLAN JULY 2022 – DECEMBER 2023

Marginalised and under-served communities in Kampala city recover and become more resilient to the effects of crises through community-centred support to mitigate the multidimensional causes of socio-economic insecurity



Table of Contents

ACRONYMS	3
CHAPTER 1: INTRODUCTION AND BACKGROUND INFORMATION	4
CHAPTER 2: INTERVENTION STRATEGY	8
CHAPTER 3. INTERVENTIONS AND PROGRAM OUTCOMES	13
CHAPTER 4: IMPLEMENTATION OF THE JOINT ACTION PLAN II	17
Annex 1 - Partner Activities Breakdown	26
Annex 2 - Needs Assessment Overview	32
Annex 3 - Program Coordination and Management Schedule	35

ACRONYMS

ANC	Antenatal Care
CSO	Civil Society Organization
DHO	District Health Officer
DLG	District Local Government
HMIS	Health Management Information System
MNCH	Maternal, Newborn and Child Health
MoU	Memorandum of Understanding
POC	Person of Concern
SGBV	Sexual Gender Based Violence
SOP	Standard Operating procedure
SRHR	Sexual Reproductive Health Rights
TOR	Terms of Reference
VSLA	Village Saving Loans Association
WLO	Women Led Organization
WRA	Women of Reproductive Age
YLO	Youth Led Organization

CHAPTER 1: INTRODUCTION AND BACKGROUND INFORMATION

Introduction

The LCA Uganda is a coalition of 14 local and national organisations (LNOs) in Uganda designing and implementing development and humanitarian actions that respond to the long-term and enduring impacts of the of COVID-19 lockdown and beyond. The coalition is providing an adaptive response to the critical gaps in the community of the Kampala Metropolitan area, focussing on the most under-served communities. All members of the coalition are implementing activities under the second JAP, integrating the needs of refugees, children, youth, women and people living with disabilities (PWD).

Process of Developing the Joint Action Plan II

The JAPII was developed through a consultative process. Three workshops involving representatives from all 14 coalition members were held. The first two workshops engaged the coalition members exclusively. The third workshop was a consultative meeting with the Kampala Capital City Authority (KCCA) technical representatives from the Directorates of Gender, Community Services and Production, Public Health Services and Environment and Directorate of Education and Social Services. The workshops distilled the challenges facing vulnerable population groups in Kampala post COVID-19 pandemic lockdowns, in addition to the existing critical gaps in the communities. The coalition then sourced data from KCCA to align the project activities, and a third round of revisions was made in August 2022 to ensure alignment with KCCA strategic objectives and addressing identified gaps. Performance indicators were identified and targets set to measure achievement of objectives and activities.

The development of this JAPII was conceived under a one team approach. This entails participation of all partners, including the community members and their leadership in the project design process. The JAPII document is therefore a product of LCA Uganda as a coalition rather than individual organisations.

Problem Description

According to the Uganda 2021 population estimates from the Uganda Bureau of Statistics, Kampala City has a total population of 2,342,200 people of whom 75% are less than 30 years old. The majority of the population stay in slum areas sprawling over large chunks of Kampala's suburbs namely Katanga, Kisenyi, Bwaise, Kamwokya and Ndebba. Most of the slum dwellers are poor and survive through petty trade, mainly done informally on the streets of Kampala. In

addition, Kampala hosts approximately 80,000 urban refugees¹, who also predominantly rely on the informal economy to survive, as UNHCR support is primarily targeted towards the settlements. KCCA notes in its strategic plan 2020 - 2025 that a key priority is to “transform Kampala into an equitable and secure City with the inclusion of the vulnerable in the City’s economy”². This JAP II supports these objectives through a holistic, adaptive and multi-sectoral approach.

One of the KCCA strategic objectives is to provide “business support to the informal sector, the youth and economic growth clusters”. LCA Uganda program, through its community centred and adaptive management approaches, addresses the various drivers of socio-economic insecurity in the city. Many urban poor rely on the informal sectors to generate income, which was harshly impacted by the lockdown and subsequent curfew restrictions in Kampala. A World Bank report noted that in Uganda the “COVID-19 shock caused a sharp contraction of the economy to its slowest pace in three decades. Household incomes fell when firms closed and jobs were lost, particularly in the urban informal sector. The country’s Gross Domestic Product contracted by 1.1 percent in 2020”³. This has impacted both nationals and refugees heavily, combined with the current inflation in fuel and food prices, which only compounds the issue.

COVID-19 lockdowns rendered the education sector largely non-functional. The effect on children and teenagers has been immense. The closure of schools in March 2020 up to the end of 2021 eliminated the protective and educative effect of the school environment especially on young girls. While schools have been open since January 2022, the effects of the lockdowns are still reverberating through the education system as a large number of learners dropped out of school. Lots of schools don’t have the necessary conducive learning materials and facilities, as a result of the lockdown, which limits their ability to welcome learners back to the classroom. Finally, during the COVID-19 pandemic, teachers were unemployed for a period of almost 2 years, resulting in a depreciation of teaching skill sets and psychological trauma.

Compounding challenges exist in the health sector, where the health system has been greatly strained as all resources were diverted to mitigating the effects of COVID-19. Just 67% of the required workforce in KCCA health facilities is available but also exhibit high rates of absenteeism. Stock-outs of essential medicines and supplies range up to 40%⁴. Kampala City’s health services are largely dominated by private health facilities. These charge exorbitant fees and are therefore inaccessible for ordinary people and persons of concern.

¹ NRC, Local Integration of Urban Refugees in Uganda, June 2021

² KCCA, Kampala City Strategic Plan

³ World Bank, Uganda’s Economy Recovering from COVID-19 Impact Amid Uncertainties, June 2021

⁴ Ministry of Health 2020, Health systems assessment report

At the community level, the majority of cases of Sexual and Gender Based Violence (SGBV) that are heard at the local council 1 (LCI) level are not escalated through the available legal channels. The practice of negotiations between perpetrators and survivors continues to happen, resulting in no justice. A ministry of Gender, Labour and Social Development rapid assessment⁵ of both new and old local council leaders found that they are not conversant with the laws regarding SGBV. In addition, the Heroes for Gender Transformation programme, which focusses on addressing key sexual reproductive health and rights barriers in Uganda, has found an acute shortage of tools such as the Police Form 3 used to process SGBV cases and noted fear and apathy among health workers to fill in the forms. As a result, records and data on SGBV and case management are extremely poor. The LCA Uganda programme needs to build capacity at division, parish and local council levels as well as the police by orienting them on the relevant SGBV deterrent laws. Clarity of the referral system and helping SGBV survivors navigate it, is a priority. Strong advocacy and collaboration with entities in the Child and Family Protection Department of the Police and Community Courts are also required to ensure the SGBV survivors, especially teenage mothers, get justice.

A rapid community assessment survey conducted in 2021 by LCA Uganda, through community representatives (such as local government, religious leaders, community leaders), came up with interesting findings as shown below:

- **81% of community representatives** report a loss of income as the primary impact of the lockdown on community members.
- **92% of community representatives report that food insecurity** is the most pressing need facing households.
- **8% noted healthcare costs as their most pressing need. Households who are required to take medication on a regular basis (epileptic, HIV positive, diabetes)** have to limit their medication intake, and have to choose between food and medications, with severe and sometimes fatal effects.
- **51% of respondents prefer cash as the mechanism for delivering assistance; 49% prefer in-kind. Given the dire need of households consulted in this survey, it became clear that food is the key priority and that both modalities of distribution would be well-accepted.**
- Community representatives report that the most vulnerable members of society during the lockdown are **women (33%), children (24%) and the elderly (22%)**.
- The top two key drivers of protection concerns against young people cited by community representatives are **sexual abuse (32%) and domestic abuse (30%)**.
- **Approximately 46% of respondents identified transactional sex for food as the key driver of teenage pregnancy.** An additional 35% noted a lack of parental supervision, resulting in risk-taking behaviours.

⁵ Ministry of Gender and social development; National SGBV assessment 2021

CHAPTER 2: INTERVENTION STRATEGY

Geographical coverage

For the period of JAP II (2022 – 2023), the LCA Uganda program proposes to implement activities focusing within the Kampala Capital City area, with divisions to be selected in consultation with the community and its leadership. A division is an administrative structure within the city with its own leadership. The LCA Uganda will target areas that are heavily populated by refugees and have the largest slums in Kampala city.

Scope of services

The LCA Uganda program decided to focus JAP II on the critical gaps identified in consultation with the community members, through community leaders and the technical leadership of Kampala City. The experience and exposure of LCA members in their respective communities also influences the design of the interventions in JAP II. The proposed intervention areas cut across the sectors of education, health, livelihoods, child protection and cash-based-transfers.

Joint Action Plan Objective

To mitigate the multidimensional causes of socio-economic insecurity among marginalised and underserved populations in Kampala through community centred support to become more resilient to the effects of crises.

Sector Break-down

Based on consultations with KCCA, and in consultation with the communities served by each member, the coalition opted to focus their second JAP on four target sectors:

1. Health
2. Child Protection
3. Education
4. Livelihoods

These sectors were selected based on 1) the prevailing level of needs and 2) the expertise of the coalition members. Partners opted, under the second JAP, to work in sectoral units (a group of organisations collaborating around sectoral priorities), delivering variations of a set list of activities, based on the needs of their target groups. For example, each member of the “health” sectoral unit will work with Village Health Teams to deliver health messages, and all partners will include components of SRHR education. The sectoral units (as well as the Technical Working groups - see below) serve to increase the collaboration between partners in delivering services within a specific sector. In addition, certain partners are working on individual products which

will facilitate the work of the sector; unit, or coalition as a whole. For example, ACODEV will produce an advocacy paper that identifies gaps in service delivery for persons of concern (including refugees), as well as host community members. They will disseminate this information to relevant stakeholders to supplement the advocacy work being done by RAHU, Mukisa Foundation and ESAU. Another example of this is the database that REAL will develop, with volunteer interpreters, to facilitate communication with refugee communities by all partners.

As per the first JAP, the partners are providing a mixture of direct services (such as training, distributions etc), and strategic communications (such as radio spots, TV shows etc). The strategic communication activities have been selected to complement the direct services. Partners such as RAHU, who have significant experience working with multi-media, will support those members who are less experienced.

The breakdown of direct services and strategic communications is below:

Sectors	Health		Child Protection		Livelihoods	Education
	Direct Services	Strategic Comms	Direct Services	Strategic Comms	Direct Services	Direct Services
Total (whole coalition)	1,661	1,430,000	580	101,070	1,170	2,355

The total number of people targeted by direct services is 5,766, and the total being targeted with strategic communications is 1,532,425.

The number of people reached with strategic broadcasts is expected to significantly increase upon reporting. The current estimate reflects the fact that a large number of partners are expected to produce radio shows for local radio stations, but don't currently have an estimate for the reach of the broadcast (as it will depend on the time of day and time of year that it is broadcast). We expect this figure to meaningfully increase once that data is available from the radio stations.

For the 5,766 people targeted with direct services, the coalition is offering a much deeper set of coordinated services under this JAP, particularly in health (where they are engaging heavily with Village Health Teams to increase their capacity, which requires significant staff time to identify gaps in knowledge and create curricula to fill those gaps) and livelihoods (where 4 partners are offering complete training courses to over 1,100 people). Child protection activities are also investing heavily in training relevant stakeholders (such as local government and teachers). These activities are intensive, and expensive to run, as they require not only staff time, but also

venue hire, follow-up to understand whether training has been put into practice, as well as coordination for the eventual data collection.

Refugee Inclusion Strategy

More than one million refugees have fled to Uganda in the last two and a half years, making the Pearl of Africa the third largest refugee-hosting country in the world after Turkey and Pakistan, with 1.55 million refugees by April 2022⁶. Wars, violence and persecution in the Horn of Africa and Great Lakes Region were the main drivers of forced displacement into Uganda, led by South Sudan's conflict, insecurity and ethnic violence in the Democratic Republic of the Congo (DRC) and political instability and human rights violations in Burundi.

In May 2022 the LCA Uganda undertook a series of workshops, facilitated and supported by UNHCR and the Office of the Prime Minister (OPM) to design the Uganda Refugee Inclusion Strategy (URIS), which provides guidance and best-practices for integrating refugees into the activities of the LCA Uganda programmes. This Strategy was developed by the LCA members and its implementation will be evaluated on a quarterly basis by the different stakeholders.

The LCA URIS 2022-2026 seeks to achieve its purpose through a number of objectives as below:

- To improve access to post-primary education for refugees by 2026
- To improve the livelihood of the most vulnerable refugees to recover, adapt and become resilient to life shocks by 2026
- To increase access and utilization of health information and services including sexual reproductive health rights, non-communicable diseases, mental health among refugees, persons with special needs and PLWHA and adolescents by 2026
- To strengthen organisational and institutional capacities of LCA Uganda towards refugee programming by 2026

This strategy has been a key component of the activity design in the joint action plan, as evidenced by the selection of sectors that closely align with the priorities above. The joint action plan focuses on achieving a holistic and community-cohesion centred approach to refugee programming, by ensuring inclusion of refugee households into programme activities.

In terms of inclusion, the JAP II both mainstreams and specifically targets refugee communities. The nature of the LCA Uganda is to lean into the strengths of each member, and so the refugee led organisations (RLO) members of the coalition are targeting refugee committees directly, based on their existing relationships of trust, and ability to penetrate a community in a given area. The RLO members will also leverage skill-sets from other members, through activities such as entrepreneurship Train the Trainer (see below). The two refugee-led members of the coalition are Hope Hub / I Profile and REAL. Both are based in Kampala, and both provide

⁶ UNHCR Portal, Uganda, <https://reporting.unhcr.org/uganda>

multi-sectoral programmes. Hope Hub / I Profile has been trialling Digital Skilling for refugees, which was proven to be a successful way to create multiple income streams for refugees. REAL provides livelihood support, psychosocial counselling and guidance to refugees in Nakawa division.

The refugee component of the JAP, and the activities being undertaken by REAL and Hope Hub / I Profile have a strong focus on livelihoods. As noted in the needs assessment (Annex 2) in this document, 95% of refugee households in Kampala reported needing external support to meet their daily needs, they earn less than nationals and are often discriminated against when accessing services. In response, the two refugee-led organisations chose to target refugee livelihoods as a direct intervention to combat the combined threat of depleted income and increasing cost of living. These activities will be delivered in partnership with Wezesha Impact, AFFCAD, Set Her Free and Street Business School (SBS). These partners will enrol refugees alongside host community individuals, using a mainstreaming approach, rather than direct targeting. Inflation in Uganda has been at around 10% for much of 2022, making this need more pressing. REAL will also offer services in health and child protection, targeting the refugee community. REAL will coordinate with RAHU (who are highly experienced in this programming), ESAU, Mukisa Foundation and ACODEV using the Village Health Team (VHT) model to disseminate health information within their communities, relying on one another for best practices or guidance.

In addition, part of this grant will be used to expand the digital skilling hub, which is operated by Hope Hub / I Profile. The digital skilling hub allows refugees to study for certifications offered by third parties, such as google and github. Once they have passed these courses, they are taken through a final module that has been designed by Hope Hub/ I profile. This model has been successful in allowing refugees to identify additional income streams, either through identifying new opportunities online, or through monetising their digital skills (as influencers, website design etc). Hope Hub / Iprofile will also train 8 trainers from other organisations, in their digital skilling methodology.

In other sectors, members are seeking to ensure a mixture of both refugee participants and host community/national participants, through a refugee mainstreaming approach. These organisations will lean on the RLO members and OPM/UNHCR to identify participants or skill sets (such as language skills), as needed. For example, REAL, one of two RLOs in the coalition, will be creating a database of volunteer translators as part of their JAP II activities. Subsequently, Reach a Hand will produce radio spots in five languages (Swahili, Luganda, Ethiopian, Sudanese and Somali) to ensure inclusion of refugee communities, as they are predominantly produced only in local languages. REAL is therefore adding significant value to the work of Reach a Hand, by creating an easy mechanism for them to translate messages to include refugee communities. In addition, Kabbubu Development Project and CAPAIDS will

coordinate their cash transfers (targeting the most vulnerable members of their direct community) through UNHCR and OPM to ensure they are capturing urban refugee households. These mainstreamed activities are equally important as they encourage co-existence and collaboration between refugees and host communities, which is a core tenant of UNHCR’s and OPMs Comprehensive Refugee Response Framework.

Importantly, the two RLO members of the coalition will also attend a Train the Trainer curriculum, hosted by SBS. SBS’ proven entrepreneurship model has proven, through an RCT, to increase income levels by 211% two years after graduation. The RLO members will then cascade this training to refugee communities in their target locations. The JAP II notes that livelihoods is a particular area of priority for refugee communities. Hope Hub will combine this curriculum with their existing digital skill sets training, creating a pilot for the combined training activities. By enhancing the income-generating capacity of urban refugee communities, thereby contributing to self-reliance, the LCA-Uganda is also contributing directly to OPM and UNHCR’s strategic vision for urban refugees.

Target Groups

The LCA Uganda members are seeking, in particular, to mainstream refugees and people living with disabilities across all activities, by leaning into peer learning from other members. Below is the breakdown of specific target groups.

Target Group	Persons Living with Disabilities	Refugees	Children and Youth	Host Community (Adults)	Total
Total (whole coalition)	1,100	1,185	2,215	1,266	5,766

*To note, refugee children and youth will also be mainstreamed throughout the education activities, and they are included under “children and youth” for the table above, bringing the real figure for refugee participants higher.

CHAPTER 3. INTERVENTIONS AND PROGRAM OUTCOMES

For the full breakdown of activities per partner, please see Annex 1.

Program Outcome 1: Education for young people in Kampala Metropolitan area

Proposed Activity Areas

1. Provision of training to teachers to mainstream special-needs friendly teaching approaches and prevent the use of corporal punishment including:
 - a. Sign-language training where appropriate;
 - b. Training in child rights and legal frameworks for child protection; and
 - c. Training in understanding disability and the needs of different learners.
2. Strengthening of specific skill-sets for teachers within mainstream, inclusive and special schools (tailored depending on the needs of each teacher/school)
3. Provision of equipment to promote learning at Government schools, such as desks/chairs/assistive devices/aids as needed.
4. Provision of learning materials for KCCA schools that cater to low-income pupils, students with special needs and urban refugee children.
5. Emergency child protection fund maintained, to support children in contact and conflict with the law, including refugee children.

To address issues of school dropouts because of effects of COVID-19, LCA Uganda will encourage students to return to school through the provision of learning materials to vulnerable groups. Three partners (AFFCAD, CAPAIDS and NUWODU) will work with KCCA schools to carry out an assessment of the gaps in desks and chairs, learning materials (such as text books) and scholastic materials (such as pens and paper). These partners will then distribute these items directly to the schools.

The LCA Uganda will support high-quality education for students with disabilities by training teachers on specific skill-sets to meet their needs. The LCA Uganda will engage with schools at two levels. Firstly, support will be provided to standard KCCA schools in the forms of disability sensitive teaching skills to support those learners. Secondly, the LCA Uganda will support Inclusive and special schools with capacity building. The specific skill sets needed at each school will be identified during activity validation, in consultation with the relevant teachers and school administrators. These courses shall be delivered by coalition members that already have inbuilt capacities to deliver these trainings. The LCA Uganda will also maintain an emergency fund for child protection case management, specifically for children in contact and conflict with the law.

Program Outcome 2: Improved livelihoods for the most vulnerable population in Kampala metropolitan area

Proposed Activity Areas

1. Entrepreneurship training for national and refugee youth who are seeking to create micro-enterprises.
2. Digital skills training for national and refugee youth to boost their income-generation capacity.
3. Strengthening those individuals who have completed the digital and/or entrepreneurship training with village savings and loans associations (VSLA)⁷ start-up training and capital to strengthen access to credit.
4. Expand the capacity of the existing Digital Skills hub operated by Hope Hub/ I Profile.

LCA Uganda will address persistent livelihood challenges through entrepreneurship skills empowerment, digital skills training to leverage opportunities in the digital economy and access to credit to create a business through VSLAs. Youth, including urban refugees, will be targeted to participate in the entrepreneurship training, which will encourage them to create their own business plans. The enrollment criteria will be created in consultation with the affected communities. They will also participate in a digital skills training curriculum to boost their income-generation capacity, hosted at the Hope Hub / I Profile digital skilling center. As part of the activities under this objective, the coalition will support the expansion of this hub to meet the needs under this joint action plan. This will also serve to reinforce the services available to other refugees who utilise the hub. In addition, the VSLA model will be applied. Graduates of the entrepreneurship and digital skills courses will be organised into groups, trained, and supported to form savings and loan schemes. These will become vehicles for their source of capital through revolving funds and personal savings.

Program Outcome 3: Improved knowledge of and access to health services by the most vulnerable populations in Kampala city

Proposed Activity Areas:

1. Provision of community-level, accessible health services for both communicable and non-communicable disease, epilepsy and mental health. Patients will also receive psychosocial support services, ensuring that mental health services are provided as part of a holistic response.
2. Health education for targeted communities through health camps, information, and educational material on these various diseases.

⁷ The Village Savings and Loan Association (VSLA) model creates self-managed and self-capitalised savings groups that use members' savings to lend to each other.

3. Provision of SRHR education through media to youth and vulnerable groups, including Persons of Concern (PoCs) - and provision of psychosocial support services for persons with disabilities.
4. Provision of SRHR services to youth and vulnerable groups, including refugees using the village health team model.
5. Provision of assistive devices for PWDs

LCA Uganda will work with the Kampala City Health Authorities to ensure that vulnerable segments of the population such as the elderly, urban refugees, young people, persons with disabilities, and persons with chronic illnesses access health care through the public health system. LCA Uganda will also invest in mass health education through the media to promote health and well being with emphasis on disease prevention as enshrined in the current Uganda national health policy that emphasises community health, health promotion, and disease prevention as opposed to curative services. This program area will also support the ongoing COVID-19 vaccination campaigns and observance of COVID-19 prevention mechanisms to avoid the recurrence of more waves.

Program Outcome 4: Prevention of violence against children in Kampala

Proposed Activity Areas

1. Dissemination of KCCA Child Protection Ordinance 2022.
2. Contribute to the provision of wrap-around services to children during their stay at temporary shelters in Kampala.
3. Training of key stakeholders (at the grassroots level) in case management and referral pathways.
4. Facilitate quarterly grassroots child protection actors coordination meetings.

Under JAP II, LCA Uganda will identify and support children that have experienced all forms of abuse. This includes teenagers that experienced pregnancies during the COVID-19 lockdowns. There are currently approximately 15,000 street children residing within Kampala. KCCA can rescue 300 children every 3 months, but they often return to the streets after rescue. The child protection expertise of the LCA Uganda can be deployed to provide the above services to these specific protected groups while they are still within Kampala, by providing wrap-around services. In order to triangulate the data from KCCA, the LCA Uganda will consult with relevant community leaders during activity in the inception phase

As a result of the sharp increase in street children within Kampala, KCCA has designed and approved the new KCCA child protection ordinance 2022, which provides guidelines to protect and respond to street children in Kampala. The LCA Uganda will provide coordination support to disseminate the KCCA Child Protection Ordinance 2022 to relevant stakeholders, and the general public.

The definition of a child as per the laws of Uganda⁸ is a person below the age of 18 years. This implies that children below 18 years shall be supported by the program. The support shall take the form of social protection including the provision of wrap-around services at temporary shelters and economic empowerment for abused children without a source of livelihood and/or parental support. Finally, the LCA Uganda (in consultation with communities), will work with the local government representatives to identify and refer child protection issues through the existing community formal pathways (local council family courts and Child and Family Protection department of Police).

Program Outcome 5: Cash-based transfers to vulnerable households

The LCA Uganda will maintain the option to undertake cash-based transfers to specific groups of concern during the JAP implementation period. The utilisation of cash will be guided by community consultations and targeted to meet specific identified needs amongst the target population. For example, cash transfers may be activated to allow specific vulnerable groups to access medication. The transfer amounts and modality will be tailored based on the outcomes of the community assessments, and tailored to the needs of the identified target population. The LCA will also maintain close collaboration with Give Directly throughout implementation, who are also implementing cash for urban refugees in Kampala. These consultations will focus on advising Give Directly on ensuring safe, inclusive, and dignified transfers, and coordinating responses to best meet community needs.

⁸ Uganda Constitution 1995 and Children Act

CHAPTER 4: IMPLEMENTATION OF THE JOINT ACTION PLAN II

Work Approach

To deliver the set plans and strategies in the period 2022 – 2023, LCA Uganda will adopt the following work approaches.

Capacity Strengthening of the Coalition

A deliberate effort will be made to strengthen the capacities of the coalition governance structures to implement this program. As the LCA Uganda moves towards registration as a single entity in Uganda, the capacity-strengthening activities will focus on supporting a healthy governance structure, and strong coordination between partners.

In particular, the coalition members will be working through an organisational capacity assessment process as part of the STEP Due Diligence process with TechSoup, to establish equivalency with the US-based 5013 requirements. This will facilitate funding flows to the local partners, by removing administrative burdens. This process was prioritised following an internal audit organised by the LCA Uganda program members during the JAP I implementation period.

Inclusion and Diversity

The LCA Uganda program prioritises inclusivity and diversity across all programs, to address the multidimensional causes of social-economic insecurity at the community level. The coalition will employ the AGD (age, gender, diversity) approach to programs. This shall involve deliberate efforts to ensure equal participation of all ages, both males and females in project activities and ensure that people with disabilities/communicable and non-communicable diseases are included in program activities. Under this grant, the LCA MEAL working group will also develop a cross-cutting LCA inclusion strategy, which leverages the strengths of each partner in ensuring the inclusion of all vulnerable groups in project activities.

For the refugee strategies, please consult the LCA Uganda Refugee Inclusion Strategy attached.

MEAL and Adaptive Management

The LCA Uganda will employ adaptive management strategies to achieve the JAP II objectives.

- **Monthly - light touch.** The MEAL working group will design a digital assessment tool that will collect monthly feedback from member organisations, reporting on both their project activities and their engagements with other coalition members. This will be a survey (likely through survey monkey) which will be sent to all members each month, asking for a short update on planned and implemented activities, as well as any feedback for the steering committee about coalition matters.

- **Quarterly - community leaders.** Informed by the monthly reporting, the MEAL working group will also facilitate data collection on a quarterly basis from community leaders.. The MEAL working group will also establish relationships with existing community structures and will engage them on a quarterly basis to provide feedback on LCA implementation in their constituencies. This exercise will provide the opportunity for the MEAL working group to identify developing issues, and follow-up on relevant themes through engagement with community leaders. These feedback sessions will equip the coalition with the necessary knowledge to adapt activities to the identified needs according to community leaders and maintain a close working relationship between the community leaders and LCA members.
- **Bi-annual – community.** The LCA will also organise bi-annual meetings with community members themselves and KCCA, to support effective collaboration. These meetings will allow for a deep dive into the emerging issues of the community and allow the coalition and KCCA to adapt effectively.
- **Endline.** An end-line evaluation shall be done at the end of 2023 and it will measure the extent of achievement of the planned objectives. It will also feed into JAP III activity design.

Framework

A MEAL framework has been developed, with common tools to be deployed by partners working on shared or identical activities. The MEAL working group will hold a training with all members of the coalition to roll out these tools. In addition, the livelihoods partners that are providing entrepreneurship training will be using the Street Business School framework and data collection approach, which provides rich data regarding the impact of the entrepreneurship training on the income levels among graduates. The full framework is available in attachment.

Documentation and Knowledge Sharing

The LCA Uganda program has a well-established MEAL working group. This structure shall spearhead the process of creating a shared narrative, shared learning, documentation, and knowledge sharing of the JAP II. The documentation process shall be aligned with the LCA theory of change framework.

Quarterly general coalition meetings will be the platform for collecting and disseminating shared learnings. The coalition will also utilise internal newsletters, which highlight the achievements of partners, lessons learned and challenges experienced.

Advocacy

The LCA Uganda program will employ a close communication approach with KCCA. The LCA Uganda program members will hold regular meetings with the KCCA counterparts to share

experiences from the field, identify emerging issues and highlight gaps in service provision. These meetings will also create a platform for KCCA to share emerging issues to be addressed within the operational areas of the LCA Uganda program partners. Working closely with KCCA is vital to the success of the program, to avoid duplication and ensure synergies with KCCA initiatives.

Project Implementation Arrangements

Steering Committee

The governance structure of the LCA Uganda program is overseen by a steering committee of five representatives selected from five different organisations. It provides guidance to the entire LCA Uganda program, including the secretariat, and ensures that coalition resources are utilised efficiently and that partner interests are taken care of. The steering committee has adopted, by popular vote, a charter to guide their activities, and is ready to undertake a legal registration process.

The steering committee is comprised of:

1. Kabubbu Development Project - Susan Babirye, Chair
2. Hope Hub/I Profile - Vincent Nsereko, Vice Chair
3. Street Business School - Phoebe Aringo
4. NUWODU - Joy Nakyesa
5. CAPAIDS - Naomi Ayot, Coordinator

The responsibilities of the steering committee are below:

- Provide overall strategic guidance to the working groups and the LCA membership; Ensure transparency and accountability of all the LCA activities;
- Provide oversight over financial planning and accountability;
- Ensure that all LCA members undergo a due diligence process;
- Monitor the financial health of the coalition as a whole and advise the fundraising WG on their resource mobilisation plans.
- Oversee the financial planning and budgeting of the LCA activities and coordination
- Maintain regularly updated financial systems and policies.
- Work with the TA and the coordinator to assist in program activity budgeting
- Oversee the coalition auditing process and maintenance of sound books of account.

Technical Working Groups

Technical working groups are in place to support the Steering Committee to oversee operations from a technical and operational level. The technical groups include; MEAL, organisational development, and fundraising and communications. These three working groups are comprised

of staff nominated from partner organisations with specific expertise related to the respective technical working group. Under JAP II, the technical working groups will support implementation in the following ways:

Organisational Development Working Group

- Work with the facilitator to ensure strategic planning and design of the implementation plans of the LCA
- Work with the LCA coordinator to collate and review all new programs/projects from member organizations before they are forwarded to the steering committee for approval.
- Work with the Core LCA team to negotiate relevant partnerships and advise on the application of the due diligence process e.g. with Tech-Soup.
- Take the lead on strengthening the structures and systems for the LCA in Uganda towards its independence and sustainability.
- Take the lead on defining membership structures-standards, recruitment process, expansion/scaling models, etc.
- Following up on findings and recommendations of quarterly, biannual and annual coalition performance reports and agreed meeting minutes forwarded.
- On behalf of the steering committee, ensure that regular performance audits, value-for-money checks, and or tracking studies and monitoring visits are carried out and recommendations are followed up.
- Participate in identifying and coordinating coalition member skills and performance gaps and organise capacity strengthening opportunities to bridge them.
- Coordinate capacity audits of the coalition members using an agreed-upon tool.
- Take the lead on capacity-strengthening activities for the individual and collective coalition.
- Organise team building exercises for the coalition members to encourage collaboration, foster better communication, build trust and embrace diversity.

MEAL Working Group

- Assist in the revision of the project log frame matrix, particularly in the areas of performance indicators and their measurement.
- Assist in the development and/or finalisation of the Joint Action Plan (JAP) and keep it updated by project activities.
- Review the quality of existing data in the project subject areas, the methods of collecting it, and the degree to which it will provide good baseline statistics for impact evaluation.
- Develop the overall framework, for project MEAL, comprising regular data collection to monitor the quality of activities
- Develop a plan for project-related capacity-building on MEAL and for any computer-based support that may be required

- Provide leadership in the narrative report consolidation processes
- Provide leadership with monitoring/tracking of the progress of work of LCA Uganda members vis a vis approved work plans/budgets and support with corrective action processes.
- Facilitate a pause and reflect session to review the relevance of the implementation strategy and capture lessons learned and guide the collection of success and/or change stories
- Develop a community engagement framework and provide leadership in its execution.

Fundraising and Communications Working Group

- Collaborate in building a resource partnership database that will inform fundraising decisions.
- Work with relevant members including the Core LCA team to identify and respond to opportunities for grant and/or proposal applications.
- Develop a strategy for stakeholder engagement and negotiate for strategic stakeholder partnerships with LCA Uganda.
- Develop and implement an annual fundraising strategy and action plan, with a costed budget, to be approved.
- Coordinate fundraising events and campaigns as appropriate.
- Provide timely updates to the committee in regard to fundraising events and duties.
- Develop and lead the execution of an external communications strategy. (Including developing a website/social media platform sharing success stories and progress)
- Develop a brand guide - how to do storytelling, how to brand the LCA, reflect core values and how we talk about what we do (and what we will not do), and appropriate storytelling protocols.
- Work with the Core LCA team in building relevant bilateral partnerships and engagements.
- Identify platforms to raise awareness of the LCA model as an effective approach to localization.
- Advise the SC on financial budgeting and forecasting for the sustainability of the LCA.
- Review LCA Uganda Financial documentation submitted by member organisations and provide appropriate feedback to the steering committee.

Secretariat

CAPAIDS shall continue to host the secretariat for the coalition for purposes of implementation of JAP II. CAPAIDS will designate staff time for coordination of the implementation, in the areas of finance, audit (with support from the fundraising working group) and, reporting.- A budget for coordination purposes as agreed by the Steering Committee of LCA Uganda, shall be allocated to CAPAIDS Uganda.

LCA Uganda Working Group Members

Working Group	Organisation	Contact Person
Organisational Development	KDP	Susan Babirye
	ESAU	Justine Engole
	Mukisa Foundation	Doreen Mirembe
	Girl Up Uganda	Monica Nyiraguhabwa
	Wezesha Impact	Atukunda Barbara
Fundraising and Communications	Hope Hub / I Profile	Vincent Nsereko
	Street Business School	Phoebe Aringo
	AFFCAD	Doris Namatovu Isabel
	REAL	Akilimali Burongu
	RAHU	James Tusiime
	RAHU	Hellen Patricia Amutuhaire
MEAL Working Group	CAPAIDS	Naomi Ayot
	KDP	Olivia Magoba
	Hope Hub / I Profile	Derrick Ogwal
	Mukisa Foundation	Namaganda Florence
	ACODEV	Selvan Mwesigye
	KDP	Faridah Ndagire

Risks and Critical Success Factors

Risks and Mitigation Measures

The table below presents anticipated risks that could affect the implementation of this plan and possible mitigation measures.

Risk	Description	Mitigation	Impact/ Likelihood
COVID-19 or Ebola – there is a risk of further lockdowns due to new variants	Lockdowns may affect face-to-face interactions with the public and thereby affect the performance of activities	Utilise online modes of working Create mitigation plans / utilize adaptive management strategies	Medium/ Low
Political interference and/or lack of cooperation from political leaders	Leaders at division and city council levels may resist supporting LCA Uganda in its planned interventions	LCA-Uganda to remain apolitical LCA Uganda partners to be a law-abiding organisation and comply with the NGO Act Involvement of community leaders in the activities of LCA Uganda Transparency through sharing of information	Medium/ low
Reduction in community buy-in for LCA Uganda activities	Reduction in the community-level ownership of LCA program activities, resulting in a poor performance against indicators	Planning of project activities is community centered, focussing on needs at the grassroots level Quarterly community leader check-ins by the MEAL working group Bi-annual community meetings with the general assembly Inception meetings with community members Adaptive management	Low / low

		techniques	
Lack cohesiveness of the coalition	The governance structures and dispute resolutions aren't strong enough to manage the inevitable disputes or challenges between partners	Regularly revising and strengthening coalition governance, including the democratically elected Steering Committee, the transparent/participatory JAP process, and communication protocols, and the development of clear dispute resolution processes	Medium/ high

Critical Success Factors

The following success factors have been identified and will be monitored by LCA Uganda during the implementation period:

- Strategic leadership by the steering committee and working groups to guide management and staff in the execution of the plan
- Ownership and participation of the community especially the member groups in the planned activities
- Effective partnership and networking and collaboration with relevant CSOs and Kampala Capital City Authority
- Oversight and regular monitoring by the MEAL working group to ensure the sustained impact of project activities

Financing and Contractual Arrangements

It is expected that each implementing partner shall sign a financing agreement with Share Trust and funds shall follow from the Share Trust to each organisation. Accountability of funds expensed shall be through the secretariat submitted quarterly. The technical working group on fundraising and communications shall review vouchers and reports submitted by member organisations and provide appropriate feedback. Based on approved financial reports, additional funds may be disbursed.

Annex 1 - Partner Activities Breakdown

Each of the partners in the Uganda coalition designed and budgeted for activities, contributing to the jointly-identified target sectors of health, education, child protection and livelihoods. This document summarises the activities and budgets for each partner within the wider Joint Action Plan II. Working Groups have also received discrete budgets under this JAP to allow them to drive forward collaborative action for the coalition as a whole.

Partner	Sectors	Activities	Budget (USD)
Wezesha Impact	Livelihoods	<ul style="list-style-type: none"> • Staff from Wezesha Impact will participate in the Train the Trainer for entrepreneurship training, offered by Street Business School. • Wezesha Impact then will equip 150 male and female youth, focussing on refugees, with entrepreneurship skills, using the model taught by SBS. • They will facilitate 150 participants to generate viable business models, create bankable business plans and equip them with business management skills. • They will also provide mentoring sessions and start-up capital to 50% of the participants. 	Activities - 26,894 Support costs - 3,116
Girl Up Initiative Uganda (GUIU)	Child Protection	<ul style="list-style-type: none"> • In collaboration with Hope Hub and Mukisa foundation, GUIU will organise community meetings to build the capacity of local community stakeholders to support child protection. Each organisation will train 70 stakeholders. • GUIU will also train 50 leaders (such as policemen, community health workers etc) in child protection fundamentals and referral mechanisms. • In conjunction with 6 other coalition members, GUIU will provide emergency referral services within their community for child project cases. • Finally, GUIU will disseminate the KCCA Child Protection Ordinance through community drives and media spots (radio, TV etc). 	Activities - 29,029 Support costs - 3,116

Street Business School	Livelihoods	<ul style="list-style-type: none"> • SBS will train four of the coalition members on their Entrepreneurship training methodology. This methodology has been proven worldwide, and a recent RCT found that women in Uganda who completed the curriculum grew their income by 211%. • SBS will train AFFCAD, Hope Hub, Wezesha Impact and REAL, to allow them to cascade this training within their communities. • SBS will also train 100 women directly on entrepreneurship skills, within the divisions of Rubaga, Makindye and Nakawa. 	<p>Activities - 32,224</p> <p>Support - 3,116</p>
AFFCAD	Child protection Education Livelihoods	<ul style="list-style-type: none"> • AFFCAD will conduct four training sessions (1 in each division), targeting to train a total of 200 stakeholders on child protection case management and referral pathways. • AFFCAD will also provide desks to 8 government schools (320 desks total). • Finally, they will train 120 people in Kawempe division on entrepreneurship skills, with skills learned from SBS. Finally, they will facilitate the creation of 2 VSLA groups within Kawempe, with 30 members each. 	<p>Activities - 38,824</p> <p>Support - 3,116</p>
ESAU	Health Education	<ul style="list-style-type: none"> • ESAU will work with Village Health Teams (VHT) to train 375 people (VHT members and community leaders) on disability management. • They will run 3 radio spots disseminating information about disability and inclusion. • ESAU will also identify 200 persons with disabilities and teenage mothers who will become members of psychosocial support groups and participate in community dialogues. • ESAU will organise community outreach activities, to provide counselling and guidance on treatments for PSNs. • Finally, the team will train 425 teachers on how to engage with learners with disabilities. 	<p>Activities - 32,170</p> <p>Support - 3,116</p>
Mukisa Foundation	Health Education	<ul style="list-style-type: none"> • Mukisa Foundation will undertake an orientation with 40 VHT members and 10 peer educators to sensitise them on existing medical service provision 	<p>Activities - 28,880</p>

		<p>approaches by health facilities.</p> <ul style="list-style-type: none"> ● They will also train 75 VHT members on non-communicable diseases (NCDs) and sexual and reproductive health and rights (SRHR). ● They will screen community members for assistive devices, and provide 50 individuals with assistive items, and follow up with these individuals for maintenance. ● Mukisa will also undertake a mapping of other partners who are able to form referral pathways for community members that Mukisa cannot serve. ● Finally, they will provide learning materials to 4 schools (7 classes for each school). ● Mukisa will also undertake a media campaign advocating for improved health service provision and disseminating health information. They expect to reach 30,000 people with this media campaign. 	Support - 3,116
Set Her Fee	Child Protection	<ul style="list-style-type: none"> ● Set Her Free will hold a meeting with local leaders and KCCA officials to initiate information distribution for the KCCA Child Protection Ordinance. They expect 50 people to attend this meeting, and they will supplement this by sensitising local leaders in Kawempe. They expect to reach 1,000 people overall with this activity. ● They will also engage radio and TV shows to increase uptake, hoping to reach 100,000 people. ● SHF will also provide wrap-around services to street children while they are in temporary accommodation. They expect to support 200 children under this activity. ● Finally, SHF will organise a training session with 20 stakeholders from Kawempe, to equip them with the knowledge to identify and refer child protection cases. 	Activities - 23,830 Support - 3,116
REAL	Health Livelihoods	<ul style="list-style-type: none"> ● REAL will host community dialogues targeting refugees, host communities, duty bearers on issues of medical health accessibility. They are targeting 200 participants in 5 divisions. 	Activities - 21,002

		<ul style="list-style-type: none"> ● They will establish a database of volunteer language interpreters to support effective communication with targeted refugee communities. ● Design and run 4 radio spots in languages that are accessible to refugees about GBV, human rights, child protection, referral pathways, COVID-19 Covid and Ebola ● Conduct integrated community health outreaches with 200 participants with support from partner facilities, including Naguru teenage centre & Reproductive Health Uganda. ● Conduct 4 day VSLA trainings with 60 participants, purchase VSLA kits, form 2 groups and give a revolving fund to support the groups for their sustainability. ● Conduct 4 day Entrepreneurship Training including orientation and registration of 100 participants, enrolment, training and graduation of 60 participants in 2 divisions. 	Support - 3,116
Hope Hub / I Profile	Livelihoods	<ul style="list-style-type: none"> ● Hope Hub will train at least 60 refugees in entrepreneurship and business management ● They will also train at least 50 refugees in digital skills and web literacy ● Finally, they will work with at least 30 refugees to facilitate them to organise VSLA groups in order to allow access capital for their new businesses 	Activities - 30,541 Support - 3,116
Reach a Hand (RAHU)	Health	<ul style="list-style-type: none"> ● RAHU will train 25 VHT members and 25 peer mentors on NCDs and SRHR, actively targeting a mixture of host communities and refugees ● RAHU will organise and facilitate 4 community meetings, engaging important stakeholders and community leaders (targeting a total of 160 people) to discuss disease prevention strategies ● They will also create and air radio spots in Swahili, Luganda, Ethiopian, Sudanese and Somali, in order to reach refugee communities. These radio spots will focus on NCDs, SRHR and disease prevention strategies. ● The RAHU team will also develop content in the form of audiograms (in 4 	Activities - 28,855 Support - 3,116

		<p>different languages), and pictorial info about key issues surrounding SRHR, SGBV and HIV. They will also engage 4 social media influencers to disseminate this info. They are targeting 1.4M individuals accessing this information.</p> <ul style="list-style-type: none"> ● RAHU will organise 2 community health drives, targeting 200 people each, where they will disseminate information about SRHR, SGBV and HIV. This activity will target both refugee and host community members. ● RAHU will produce IECE materials for refugees and hosting communities focussed on SRHR and health service providers. A total of 5025 IEC materials will be developed and disseminated. 	
Kabbubu Development Project (KDP)	Livelihoods	<ul style="list-style-type: none"> ● KDP will provide cash transfers to 350 most vulnerable households within their community - they will coordinate the identification of recipients with OPM and KCCA, so ensure that they are targeting refugee households within their catchment area 	<p>Activities - 19,907</p> <p>Support - 3,116</p>
CAPAIDS	Livelihood	<ul style="list-style-type: none"> ● CAPAIDS will carry out an assessment with KCCA to understand what scholastic equipment is needed, and will use a fund of approx 4,000USD to procure the needed equipment. They expect to reach approximately 500 learners with this activity. ● CAPAIDS will maintain an emergency fund to support children who are in contact with the law, including coordination with UNHCR for cases involving refugees ● Finally, CAPAIDS will provide cash transfers to 300 of the most vulnerable members of their community (including working with OPM to identify any refugee households in their target location) 	<p>Activities - 29,783</p> <p>Support - 3,116</p>
NUWODU	Education	<ul style="list-style-type: none"> ● NUWODU will procure and distribute scholastic materials to 500 vulnerable children to encourage them to return to school. 	<p>Activities - 28,975</p>

		<ul style="list-style-type: none"> • The team will also maintain a fund that will allow 6 individuals with chronic disease to receive treatment in the case of an emergency. • NUWODU will procure and distribute assistive devices to 20 learners with disabilities • NUWODU will identify 40 teachers from two divisions and train them in understanding disability and the needs of different learners • NUWODU will train 40 teachers in basic sign language to empower them with skills on how to communicate to learners with hearing impairment 	Support - 3,116
ACODEV	Health Education	<ul style="list-style-type: none"> • ACODEV will train 40 VHT and 10 peer educators on the existing medical service provision approaches used by health facilities. • The team will develop an advocacy paper on gaps in health service provision among POCs and host communities in Kampala metropolitan • ACODEV will also hold a dissemination meeting for the advocacy paper, to present the finding to relevant stakeholders within the health sector (and beyond), and follow-up with these stakeholders on a quarterly basis to understand the implementation of the recommendations • Facilitate quarterly grassroots child protection actors coordination meetings with 50 community stakeholders 	Activities - 28,831 Support - 3,116

Annex 2 - Needs Assessment Overview

Statistics on Street Children in Kampala⁹

The number of street children in Kampala is approximately 15,000. According to the KCCA ordinance, there are two categories of street children. “Street children” generally have no fixed shelter, they sleep on the steep and in public spaces. The majority have weak family ties, and their families generally live in districts outside of Kampala.

In contrast, “children working on the streets” are typically on the streets for all or part of the day and return to sleep in a home at night, often with family members/adults who usually keep a percentage of their earnings from begging.

Gender and Origin Analysis

- 10% of those who live on the streets are girls
- 30% of those who work on the streets are girls
- Karamojong make up 25% of street children

Parental Status

- 18% of children working on the streets have a parent/guardian/adult relation within Kampala
- 10% of children living on the streets have a parent/guardian/ within Kampala
- Over 50% of street children who work on the streets slept in homes with other children

Duration on the Streets

- 70% of street children have been on the streets for 2 years with a larger proportion of girls being on the streets for a year or less.
- 80% of streets children working on the street do it every day

Literacy

- 71% of children on the streets did have never attended school

Refugee Statistics¹⁰

⁹ [BBC 2019](#) ; [Global Citizen 2019](#) ; [Borgen Project](#) ; [Bwambale et al. 2021](#) ; [Retrak 2018](#)

¹⁰ [UNHCR](#) ; [Urban Refugees](#) ; [KCCA 2018](#) ; [UNHCR 2022](#) ; [IFRC 2022](#)

Number of Refugees in Kampala

- Uganda hosts 1.4 million refugees – UNHCR statistics place the urban refugee population in July 2022, at 111,635 individuals (or 64,129 households)
- Refugees who opt to live outside designated settlements are expected to be self-reliant and do not receive regular humanitarian assistance, in line with the government’s urban refugee policy.
- There are a large number of unregistered refugees living in urban centres. They remain unregistered partly because of fear of persecution. In addition, the Office of the Prime Minister, which processes refugee status requests, was shut for a large period during the COVID-19 crisis. This has resulted in a backlog of cases.
- In 2022 there was a sharp increase in the number of refugees arriving in Uganda from the DRC, due to the conflict in Ituri and North Kivu. It is estimated over 100,000 new arrivals have crossed the border into Uganda since the start of the year, although this is yet to be confirmed by UNHCR.

Location of Refugees in Kampala

Location	Households	Individuals
Kampala Central	30,392	42,549
Makindye Division	19,399	39,649
Rubaga Division	11,928	23,919
Nakawa	878	2,202
Kawempe Division	905	2,844
Makerere University	444	275
Ssabagabo- Makindye	193	197
Total	64,139	111,635

Country of Origin

Country	Number of Refugees in Kampala
Somalia	46,963
Democratic Republic of Congo	27,288
Eritrea	23,513
South Sudan	6,185
Burundi	5,317
Total	109,266

Specific Challenges

- **Income Generation:** A 2020 assessment of Central Kampala, Kawempe, Rubaga, and Makindye, found that 95% of refugees housed in these areas reported needing external support to meet their daily needs, compared to 89% for nationals. In addition, 93% of refugee households were earning less 120,000UGthan X per week, compared to 87% of nationals.
- **Access to Services:** Nationals tend to believe that refugees are better off than locals, which is partly attributed to the belief that they receive external assistance. As a consequence, refugees commonly reported being charged more than nationals to access basic services and amenities such as health care and accommodation. In reality, 85% of refugees interviewed during this research reported not receiving any kind of external support from the UN/NGOs.
- **Access to Education:** More than 50% of refugee children of school age are not registered in any school
- **Integration:** Refugees are often limited in their participation within a community due to different cultures or language abilities. In addition, due to the role Uganda played in the DRC long-standing conflict and in Rwanda, many asylum seekers and refugees are afraid of Ugandan authorities.

Annex 3 - Program Coordination and Management Schedule

Program coordination and management activities			
6.1	Quarterly review meeting	MEAL TWG	Quarterly
6.2	Technical working group meetings	Secretariat	Quarterly
6.3	Steering committee meetings	Secretariat	Quarterly
6.4	Annual General meeting	Secretariat	June 2023
6.5	Project evaluation		Oct – Dec 2023
6.6	Dissemination of evaluation report		Dec 2023