



# Uganda Red Cross Society

## Planning Department Annual Report for January to December 2010

### Overview:

This Annual Report for 2010 covers resource mobilisation, planning, Monitoring, Evaluation and reporting activities implemented to support other departments in quality service delivery. It is also the final annual report produced on the implementation of the strategic plan 2007/2010. The department focusing on its overall goal *"To build the capacities of the National Society and staff in ICT, financial management, resource mobilization and M&E in order to provide an environment that facilitates a result-based system and accountability"* as stated in the 2007-2010 URCS strategy successfully implemented the planned activities for the period. The department received both financial and technical support from BRC, programmatic departments and funds raised from the self financing resource mobilization events and corporate.

During the period under review, there was close working relationship with programs, regions and branches to provided technical support in Planning, Monitoring, documentation and reporting for good performance and accountability. It also supported and participated in various local, regional, national and international activities which included, partnership meetings, finalisation of work plans and budgets, review and development of M&E tools for HIV/AIDS, WATSAN, reporting, proposal development, and trainings. The department also participated in the final evaluation of the Health and Care, and Youth and Volunteer management programs. There was also focus on both financial and ICT through technical support, provision of equipment and establishment of appropriated systems. Department staff represented the department in various meetings in both national and international events these included among others Sudan Red Crescent partnership meeting, contingency planning meetings for south Sudan referendum and World Resource Mobiliser conference.

Most significantly, the department has gradually improved the M&E function; it will be made more effective in the 2011/2015 strategic plan. In reporting period URCS was given the responsibility to steer the PMER network for the East African Zone of the IFRC to specifically facilitate harmonisation of M&E systems in the region. This will also be carried forward in the period 2011 and beyond.

**Specific objectives:**

<b>1.</b>	Strengthen and utilize an effective M&E framework for all programmes at the headquarter and in branches
<b>2.</b>	Strengthen programme planning for effective service delivery of quality services in a decentralized framework
<b>3.</b>	Strengthened Organizational capacity to utilize Information and communication technology (ICT) infrastructure for effective & efficient service delivery
<b>4.</b>	Strengthen the financial systems of branches in the five regions for effective and timely reporting and accountability through routine financial supervision and mentoring.
<b>5.</b>	To expand URCS resource base by developing and implementing appropriate resource mobilization strategies

**Summary of Progress and Achievements against Objectives over the reporting period:**

The achievements in this annual report 2010 are structured along three key functional areas of the department namely; Planning, Monitoring, Evaluation and Reporting; ICT and Resource Mobilisation. It also includes financial monitoring carried out by finance and administration. The activities were mainly funded by British Red Cross through the Capacity building fund. Departments of OD, DM and H&C financed their individual activities and resource mobilisation activities/ events were self financing. The department participated in various national and international activities during the period enhanced its performance.

**SECTION 1: PLANNING, MONITORING, EVALUATION AND REPORTING**

There was continued support and collaboration with programs to support the M&E function on their ongoing activities, review and or development of tools and orientation /dissemination to program and project officers, and branch coordinators. URCS strategic Plan 2011-2015 and annual work plans and budgets for 2011 were finalised after receiving feedback from the partners. During the period under review Programs, regions and branches were provided with technical support through coaching, mentoring and trainings in M&E, reporting and documentation. Field visits were carried out and practical sessions conducted to provide hands on experience. The department also provided technical support in the baseline and evaluation activities carried out on H&C, Disaster management, and youth and volunteer management programs.

Therefore, to deliver on this function, objective 1, 2 and 3 were implemented. Below is a summary of achievements.

**Objective 1: Strengthen and utilize an effective M&E framework for all programmes at the headquarter and in branches.**

**Activity 1.1: Peer review programmes/departmental reports on a routine basis as required by donors**

- A total of 18 reports were compiled including 6 program reports for Health & Care, Disaster Management, and Organisational Development; 1 landslide operation, 8 CSF HIV/AIDS project reports, 1 EU WATSAN project report were compiled and submitted in time to management and partners. One review on resource mobilisation and M&E training reports were developed. A series of project reports were also compiled and shared, these included; the CSF reports, HIV/AIDS project reports for NRC funded activities, Emergency Health reports on Cholera operations and polio responses.

**Activity 1.2: Tools development, disseminated and M&E Mentoring (Design and pre-test generic M&E tools for Health, DM and OD department)- CBF**

- Three departments of Health and Care, Disaster Management and Organisational development were engaged in working on their key performance indicators (KPIs), Monitoring and reporting tools. This was a follow up on an information needs assessment done at the beginning of the

year and the midterm review (MTR) of URCS SP 2007- 2010 recommendations.

- The department developed the key performance indicator for HIV/AIDS and later worked with ORDINA Team from Netherlands to develop HIV/AIDS excel data collection tools. The WATSAN data collection tools were also completed. All these have been deployed for use in the field. Although there still challenges on data quality, this will be improved through training, coaching and mentoring in the year 2011. As a result, the tools were pre-tested in 2 branches and the department embarked on improving the tools into a web based data base.
- During the second mission of ORDINA team a WATSAN database was developed and pretested by the department. With feedback from end users and an analysis of the existing Health department needs, the tools were difficult to use as they would not facilitate adequate data merging due to possibility of data loss during the process. The exercise however informed the review of the WATSAN indicators and data collection tools which are currently being pre-tested by the program.
- The volunteer monitoring tool kit for CSF/HIV program was developed and shared with two implementing branches. 4 one officer and 3 volunteers were oriented on the use of the tools.
- In the third quarter the department worked with the American project consultant and project officers to develop M&E frame work for the DRR project in Katakwi. This improved the project implementation and reporting. The Red Cross Action Team (RCAT) monitoring tools were also reviewed and used to assess three branches of Kosoro, Paliisa and Katakwi teams.
- The existing M &E tools in branch were reviewed and discussed with the field staff in 12 branches. These included branches of Hoima, Kabarole, Arua, Apac, Mbale, Iganga, Apac, Katakwi, Soroti, Bushenyi, Mbarara and Paliisa. The staffs involved were able to appreciate the relevancy of data collection. In addition continuous technical support was provided on the use of the M&E tools which enhanced the amount of information provided by branches by the end of the year.

### **Activity1. 3: Conduct quarterly support supervision, monitoring visits, and process evaluation in branches**

- During the period under review, support supervision and monitoring was carried out in 16 branches in the five regions of URCS. Branches reached included Mbale, Katakwi, Paliisa, Bushenyi, Mbarara, Kabarole, Kisoro, Hoima Arua, Lira, Apac, Kitgum, Kampala central, Kampala East, Mukono and Luwero. Branches visited were able to improve their planning, data collection and monitoring of branches activities although regions made a few field visits. Data provided in reporting were also improved by providing more details and reporting according to the plans.
- The department carried out supervision on the use of existing tools such as HIV tools in 4 branches and four project staff were coached on data entry, cleaning and merging using excel which has resulted into establishment of consolidated data for the CSF project for the two years.

### **Activity 1.4: Design and roll out a database**

- A data base for URCS stakeholders was developed through a stakeholders mapping exercise to enhance coordination and as a reference point. However verification/ clean up exercise will be carried in 2011 and will include branches and regions.
- An excel project database for the HIV/AIDS in two branches (Arua and Apac) was created; Transformation of this database into a web based system was initiated in December 2010 and will be completed in the first quarter of 2011. Lessons learnt in the process will inform the roll out exercise of the database to other programs in URCS. The upgrading of the HIV data base into a web based system was initiated and is to be completed in the first quarter 2011.

### **Activity 1.5: Conduct M&E training and mentoring (Capacity building fund)**

- During the last two quarter, 24 staff (6 female and 19 male) were trained and or mentored. These included program officers, project officers, branch Coordinators, Regional Officer and focal people and one project officer from all

the 5 regions of central, Mbale, Hoima, Gulu and Mbarara. The officers were provided with skills and knowledge in Monitoring, reporting and documentation. The team was involved in both theoretical and practical sessions that included, field visits, review of M&E tools and plenary sessions. Reports for the coached/ mentored branches and officers have improved and are in line with the URCS format.

- The trainees were able to identified weak areas, make recommendations to address some of the challenges which included unclean indicators and reports



that do not report on planned activities.

- Two program officers in the department were supported to enrol for M&E training courses one at Uganda Management Institute (UMI) and Makerere University School of Public Health.

### **Activity 1.6: Documentation**

- There has been improved data collection and management at the headquarters and 6 branches through advocacy, orientation and practical data collection. A total of 12 officers received an orientation on quality documentation.
- A reference centre was established in the department to act as a reference point or one stop centre for all URCS programming data/information. Case

studies, testimonies, picture are being captured and stored. In addition Work plan and budgets, reports and evaluation TORs and reports are centrally managed.

- URCS with support from BRC documented findings of all reviews carried out in the last 4 years. The findings and recommendations were shared and also informed the development of the new strategy 2011-2015.

#### **Activity 1.7: Baselines and evaluations:**

- The department supported five (5) baselines surveys during the period under review and these include;
  - DRR conducted in the districts of Mbale region
  - HBC in Amuru district supported by DRC
  - Safe mother hood in northern Uganda supported by JRC.
  - WATSAN in northern region supported by ICRC
  - FA baseline survey which was carried out under the AFARM project.
- The survey findings informed the subsequent programming at both branch and national level. This includes; the community interventions, development of the new URCS - DRC program 2011/2014(frame grant) and finalisation of program/ project proposals. Reports were shared with stakeholders and feedback provided.

#### **Activity1.8: Regional Network coordination/meeting.**

- The EAPMER network was launched in April 2010 with a representation of 12 national societies from the former EA zone( List of countries attached). The net work is a forum for PMER practioners in the RC/RC movement that facilities learning among the NSs in the Eastern Africa ( formally the zone) by providing opportunities for technical support, sharing knowledge, skills and PM&E best practices. It is also a peer pressure forum.
- The Uganda Red Cross as a chair of the network participated in the RCNet meeting in Nairobi. The Network was presented to and recognised by the RC Net as one of the working committees of the network.
- There has been continuous coordination and correspond through exchange of information and peer support. However, some national societies do not have

M&E units therefore there is need to intensify knowledge and skills and develop a training program for NSs to harmonise M&E practices among NSs. The network committee was not able to meet or implement its a plan due to lack of financial support.

- In December URCS and Kenya Red Cross (KRC) participated in a joint refresher training in DM in case of an influx as a result of Sudanese referendum in January 2011.

### **Activity 1.9: Review of reviews**

- URCS was supported by BRC to carry out a review of reviews of all the evaluations and reviews carried out in the last four years. Findings and recommendations informed the URCS SP 2011-2015 development. In addition, the lessons learnt form the basis for URCS evaluation and review processes.



*Above: the team being trained in FA and casualty transportation. Below: The URCS and KRCS trainees pause for a group photo in*

West pokoto

**Objective 2: Strengthen programme planning for effective service delivery of quality services in a decentralized framework.**

**Activity 2.1: Strategic planning/ annual planning for 2011 (Capacity building fund)**

- Following the midterm findings and recommendations, departments with support from management reviewed their plans and some of the department including health and care, Organisation Development and Disaster management reviewed their indicators and target for the year.
- During the period under review, the development of the URCS SP 2011-2015 was initiated and completed. This included development of the TOR, engagement of the



consultants and participation of various stakeholders right from the branches to partner.

- Planning staff worked closely with programs/department to finalise all work plan and budgets for 2011. This was planned to ensure that feedback from branches, partners are integrated, the standards are met and the budgets are within the committed funding opportunities.
- The department together with a consultant from DRC facilitated the development of the new frame grant program for 2011/2014. The logframe and the budget were completed pending finalisation of the entire grant document in the first quarter of 2011.
- The department also worked with department to develop two strategies i. e the URCS HIV/AIDS strategy 2010-2014 and URCS Community development strategy 2011-2015. Support was also given to during the development of the Community development strategy. These will also be completed in the first quarter of 2011.

**Activity 2.2: Support printing of the URCS SP 2011-2015(Capacity building fund)**

- The department worked closely with the consultant, DSG and Communication department to design the SP 2011-2015.
- 2000 Copies of the new URCS SP printed were printed and distributed to all the 51 branches. In addition dissemination of the strategy was done to 102 National Council members (branch representatives) during the NC General Assembly in December 2010. Branches are expected to disseminate it to all its members, implementers and other stakeholders.

**Activity 2.3: Develop 2011 Annual plans and budgets for H&C,DM, PME,OD,RM (Capacity Building fund)**

- During the period under review the planning and budget guidelines were reviewed and disseminated to staff. This was followed up with branch planning sessions, five regional planning meetings a one national planning workshop involving programs, regions and branch representatives.

- Technical support was provided to all departments /programs to finalise their work plans and budgets for 2011. In addition there were concerted efforts to develop proposals for funding. This included working directly or closely with project officers, programme officer and field staff. The departments/units supported included OD-Planning, H&C, Community Development, Youth and Volunteer management, DM, HR, Logistics, Audit, Finance and Accounts, and communication.

**Objective 3: Strengthen the financial systems of branches in the five regions for effective and timely reporting and accountability through routine financial supervision and mentoring.**

**Activity 3.1: Carry out Financial field Monitoring and support supervision to 52 branches (Capacity building fund)**

- During the year was the department of finance and accounts carried out monitoring visits in all the 5 regions i.e Gulu, Hoima, Mbarara, Kampala central and Mbale regions. The visits enhanced the skills of the branches in book keeping and financial management focusing on books of accounts which improved the timeliness and quality of accountability at branch level.
- The department also supported programs to prepare books of accounts for the annual audit. Accounting improved in quality and timely submission.

**Activity 3.2: Install Navision program at Mbarara regional office and train one accountant in the use of the program. (Capacity building fund)**

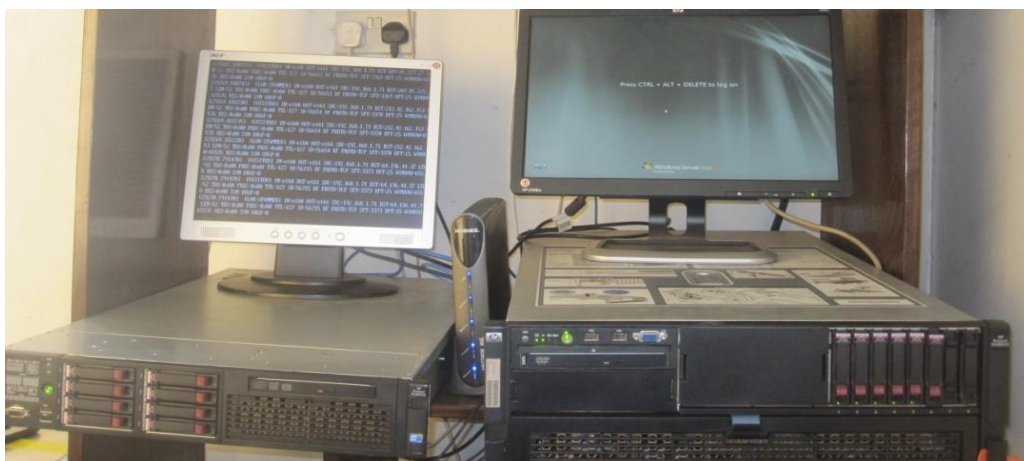
- The setting up and installation of local Area Net work (LAN) in Mbarara was finalised during the year. Currently the focus is on equipping the end users with the skills to ably manage the web-based financial systems. This will facilitate the centralised financial management system between the head office and the regions starting 2011.

**SECTION 2: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)**

There was continued technical support to ICT functions throughout the year. This included system maintenance, Local Area network management and administration,

Internet service support, end user on job coaching and acquisition and deployment of ICT equipments to various offices.

During the year URCS received and installed two new servers at the head office as part of capacity building support from the British Red Cross. Both the email/Internet server and the Database/File server were upgraded to enhance of their functionalities leading to a great improvement in office computing and information sharing.



Two new servers donated by BRC.

**Objective 4: Strengthened Organizational capacity to utilize Information and communication technology (ICT) infrastructure for effective & efficient service delivery**

**Activity 4.1: ICT Management and Maintenance**

This is a routine input for the department which is continuous throughout the year. Some of the critical activities carried out during the period included among others; maintenance of the existing hardware and software, new software installations and virus definition updates.

**Activity 4.2: ICT support to Branch Development**

- Branches of Mbarara and Gulu were supported to set up 24/7 Internet services in the branches and branch staff members were trained in basic network information sharing, security and
- In addition, Uganda Red Cross received IT equipment as part of Institutional capacity building. The list is shown below;

	Item	Qty	Location	
1	In focus projector	01	Central Region	<ul style="list-style-type: none"> <li>• The support</li> </ul>

2	One digital camera			<p>from BRC addressed the challenges of data storage due to limited space, low speed and continuous breakdown that had negative impact on the routine operations.</p> <ul style="list-style-type: none"> <li>Data collection and storage had improved at regional level due to desk tops, Laptops and cameras.</li> </ul>
3	EU SERVER (2P4G)	01	Head quarters	
4	SFF SERVER (SP5506)	01		
5	Desk top	01	Mbale	
6	Camera	01		
7	Projector	01		
8	Desk top	01	Mbarara	
9	Laptop	01	Bundibugyo	
10	projector	01	Mbarara	
11	Projector	01	Gulu	
12	Laptop	01		
13	Desk top	01		
14	Desk top	01	Hoima	
15	Camera	01		
16	Projector	01		
17	Laptop	02	HQ DM (DRR and DPR)	

There will be a follow up in 2011 to enhance information sharing, reporting, team work and networking among the branch staff, head office and relevant stakeholders.

- Internet was installed in Mityana branch and technical support provided to branch staff through orientation and regular monitoring to ensure proper utilisation of the facility. However, Apac Branch was not connected because a lot of time was taken in setting up Mityana and orienting the staff.

#### **Activity 4. 3: Carry out service and routine maintenance of IT equipment**

- Ongoing technical support was provided in Information and Communication Technology and more especially the routine trouble shooting of hardware and software malfunctions at all levels of the national society. The anti-virus definition tools, administering of the file/Internet/Email and financial servers were regularly updated. This

improved system usage such as Navision and data processing/management. Below is a sample of cases handled in second quarter.

*Services provided in second quarter 2010*

Hardware or software category	No of units	Work done	Location
Laptop computers	Twenty one (21)	New hardware and software installation	Head office, Hoima Regional office, Mbarara regional office, Mbale regional office.
Personal computer (PC)	Two (2)	Troubleshooting and repairs	Hoima branch and regional office, Head office, Kampala Central
Printers	Four (4)	Troubleshooting and installation of drivers	Head office, Kampala Central and Mbale region, Hoima region
Antivirus software	Various	Updates and scanning	Head office, Hoima region, Pader branch, Kotido branch, Mbarara regional office.
Office Applications	Various	Eight fresh installations	Head office, Hoima regional office, Pader branch

**Activity 4.4: Facilitation of Office computing (Capacity Building support)**

- Supportive monitoring and the evaluation of ICT equipments were carried in the branches and regions of Gulu, Mbarara, Mbale, Hoima and Central. It aimed at surveying their utilisation, usefulness and impact to office operations. Both soft and hardware was provided and staff oriented on their functionality. It was observed that there was improved efficiency in office documentation and computing. There is added value in the quality of reports generated and presentations made using the projectors acquired.
- *Below is a summary of hardware and soft ware deployed in addition to IT equipment provided by BRC;*

<i>Summary of Hardware and software deployed</i>		
Hardware/Software	Quantity	Destination
Laptops	2	Health department (head office)
	2	Logistics department (head office)
	9	Hoima Regional Office

	1	Pader Branch office
	1	Kabarole Branch (WATSAN project)
	1	Planning (head office)
	1	Logistics (Kitgum Branch office)
	1	Accounts and Finance (head office)
Personal computer	1	Kanasongola Branch Office
Printer	1	Nakasongola Branch Office

- Office at different levels of operations got technical support in office computing and more especially applications such as word processors, spreadsheets, graphics applications and databases to facilitate office computing throughout the year.

#### **Activity 4.5: Administration and management of Local Area Network (LAN)/Internet and Email Systems**

The unit continued to provide technical support in the administration and management/maintenance of the existing Local Area Network (LAN) and Internet/Email systems. Among other activities carried out included; protection of network resources, monitoring of proper use of the network, securing of the network resources, configuration of new devices such as printers and computers to the network, routine troubleshooting of network problems on a situational analysis and ensuring that network resources are availed to the rightful users whenever they are required.

#### **Activity 4.6: Information Systems Support**

- During the period under review, the department developed and finalised three systems;
  1. A web based tracing system
  2. Web based shot message system and
  3. User group system
    - To enhance programming a web based tracing information system was developed and implemented(sample attached)
    - New web-based short messages System (SMS) was introduced and implemented to further improve on

communication, timely response, reporting and networking among the URCS staff and the stakeholders.

- To reduce the communication gap, improve timeliness of information and provide appropriate feedback. All staff were availed telephone handsets with a toll free MTN lines.

In addition the development of the first web-based integrated health information system commenced to enable the department to integrate and easily generate statistical health information. And in addition a TOR for the development of a web-based membership information system started and the TOR for designing and customisation of the Human resource information system was formulated. All these systems will be integrated to form the National Database information system.

Web Slice Gallery Suggested Sites

Customer Care Interface

Tuesday, 25 January 2011

**Dmark Mobile**  
Bulk SMS Blasta!

**8008**

Welcome, Uganda Red Society !  
Home - My Account - logout

Home Quick SMS Bulk SMS SMS Templates Other Services FAQs

>> Classified Bulk SMS

**First Aid Trainers List**

[To schedule this Classified Bulk SMS, [Click Here](#)]

**Fields Identifier :** Name(**#NAME#**), Telephone(**#TELEPHONE#**), (**##**), (**##**), (**##**), (**##**), (**##**), (**##**), (**##**), (**##**), (**##**), (**##**), (**##**)  
(Please Note that to use the specified column in the SMS, use its symbol respectively)

**Recipient Field**  Telephone  
(Please Note that for a field to be seen as a recipient field, it should contain the word "Phone" any where in the word! e.g "Alt Phone")

**Message:** Dear URCS staff,  
please take it urgent. Check with any election violence in your area of operation using sms.]

**Counter:** 112 Characters(160Chars per SMS)

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### SECTION 3: RESOURCE MOBILISATION

Resource mobilisation has continued to rely on self initiatives and proposal development although the URCS profile had continued be high, the existing economic environment is still a challenge limiting the possibility to raise revenue is annual events. It is a self funded function in which resources are raised through routine proposal writing, appeals and corporate fundraising as shown below

**Objective 5: To expand URCS resource base by developing and implementing appropriate resource mobilization strategies**

**Activity 5.1: Follow up on corporate and update of register**

- The program staff focused on updating the corporate register and providing continuous updates. In addition constant follow and keeping in contacts with key partners/corporate through provision of information/updates, dialogue, participation in meetings and events. During the year, the department communicated through the Secretary General office to 434 individuals and corporate, provided feedback to 268 individuals and corporate and was in regular contact with 43 individuals and corporate touch with. Those reached include; telecom companies banks, hotels and production companies and as a result, URCS activities especially Bududa, Red Cross week, annual marathon had big responses.

**Activity 5.2: Networking and collaboration**

**Bududa appeal**

- The department was fully engaged in resource mobilisation in support of the landslide victims of Bududa and other related disasters that occurred during the quarter. An appeal for 5 billion Uganda shillings(ug. Shs) was launched, 2.3 billion ug shs in cash was raised with an estimate of 500 million shillings in kind support from both in country and international donors. URCS has in the past two years cultivated a good corporate relationship and raised its profile through interpersonal relationships and annual events therefore creating a good corporate image and trust.

- The response to the appeal was instant from the corporate such as MTN and Barclays banks due to established and natured relationship.

**Donations in kind received by the Deputy Secretary General( left) and a cheque for 10 m ug shillings received by the Secretary General(Right)**



- The department initiated talks and received support from national, local and international donors. These included among others Nokia Company for East, Central and South Africa, MTN-Uganda, Barclays Bank, Gulu University, Mara group, World Bank, the Korean government, individual and schools.
- The staff worked with and supported small organisation in their fundraising activities on request such as diners and golf tournaments. It also shared expertise with volunteers' services overseas and participated in various national and international events.
- URCS Resource Mobilisation volunteer force participated in URCS resource mobilisation activities although at a low scale because the two key activities i.e. the golf and the charity dinner were not carried out due to limited man power and competing events such as palm award, corporate dinners and MTN Marathon.
- The HoD, presented a paper on "Demystifying the myth" – resource mobilisation in Africa during the world international Resource Mobilisation conference held in Kampala.(the common wealth resort in Munyonyo)

### **Activity 5.3: Develop and submit project proposals**

- Four (4) concepts were developed one for the annual fundraising dinner and two for Watson (Health and Care) one for shelter (DM) for MTN marathon support for Northern and Eastern Uganda
- Six proposals were written with support from programs under health and care. One proposal was submitted to UNOCHA for cholera response in Kotido and Moroto, one proposal was submitted to Netherlands Red Cross for HIV activities in Northern Uganda, three proposals were written and submitted to Global fund on HIV, TB and malaria control. One proposal was also submitted Belgium Red Cross process for First Aid activities. In health and care, the following proposals were successful; First supported by NRC, 2 HIV proposals supported by CSF and the NRC, Two emergency health proposals supported by the IFRC and the UNOCHA, WATSAN proposal supported by ICRC in Karamoja, the Frame grant funded by the DRC.
- Online fundraising proposal is in draft form pending discussion with management on the implementation modalities.

## Recommendations

- The existing M&E knowledge and skills gaps should be a priority to URCS and partners to ensure that there is a functional M&E system for better performance.
- M&E costs should be prioritised to ensure that M&E system is operation to enhance quality service delivery and reporting.
- The development of a comprehensive Logframe and M&E plan complete with targets at outcome and output level for the Strategic plan 2011/2015 should be undertaken.
- It is also important to execute a comprehensive baseline of the strategic plan to facilitate progress measurement.
- Decision should be taken on the geographical areas to be covered by the various departments throughout the strategic plan so that the baseline is carried out only in the selected areas.

## Lessons learnt

- Supporting branches require experiential learning. More field work after a comprehensive training in PMER and documentation
- Once all departments develop indicators for all their programme components, tracking the progress will be improved.

## Conclusion

The department working closely with programs and was able to achieve its key activities apart from the annual dinner. Despite the existing financial constrain to meet the desired target of quality programming, monitoring, reporting and documentation, there was continuous improvement at all levels. The new strategy and focused quality improvement will enable the department to have a

land mark in quality service delivery and reporting to its stakeholder at various levels in 2011

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