UGANDA CHANGE AGENT ASSOCIATION

(UCAA)

Promoting the participation of vulnerable communities in the decision–making, control and protection of their livelihoods for Sustainable development

Organisational strategy

(2023-2027)

Empowering communities for self-reliance

Executive *summary*

The Uganda Change Agent Association (UCAA) long-range strategic plan 2023-2027 will guide the implementation of UCAA programmes for the next five-years. It was designed through a collective planning process by staffs, change agents, self-help groups, members of the board and all other stakeholders. UCAA is a nationwide membership organization that is championing grassroots rural and urban development through self-reliant participatory development (SRPD) initiatives. With a number of significant achievements realised in the empowerment of vulnerable women, youth and men over the lifespan of UCAA, this latest strategic plan presents the strategic direction that UCAA will take in the coming five years. It will visibly promote the Human Rights Based Approach (HRBA) to development. Additional emphasis has been placed on children, women and youth as a target group. The youth and women in the refugee settlements are also a key focus in this strategic period.

This follows successive contribution of UCAA to economic empowerment and community development through the SRPD methodology that has proven very effective in developing critical awareness of rural men and women. The SRPD has also grown into an institutional flagship product, widely acknowledged by rural community groups, CSOs, the district local government, the media, and development partners. Specifically, it has had a sustainable effect to trigger self-reliance, through gender-sensitive governance, women empowerment, child protection, financial literacy, youth skills enhancement and livelihoods enhancement.

This strategy has been developed out of a collective desire to respond more meaningfully, effectively and efficiently to emerging issues with renewed commitment, synergy and relevance to cope with the challenging environment. This strategy therefore draws from lessons learnt and best practices and presents UCAA with a fresh mandate to share and act to strengthen their role in analysing the root causes of their poverty, they can then find solutions in a self-reliant manner. Through the HRBA, UCAA will empower the communities to participate in decisions that enhance their dignity. Self-reliance will be achieved through control, access and ownership of their livelihoods means, whereby communities are able to demand and protect their rights to sustainable development.

UCAA vision, mission and strategic objectives

Vision:
An empowered and self-reliant society living in harmony with dignity

Mission:
To promote the participation of vulnerable communities in the decision –making, control and protection of their livelihoods for sustainable development

Strategic objectives:

1. To contribute towards livelihood enhancement through participation and promotion of viable livelihoods activities for self-reliance and sustainable development of the most vulnerable communities.

2. To contribute to early childhood development and girl-child protection through SRPD, child protection and education for economic empowerment and self-reliance.

3. To enhance the capacity of vulnerable households to end VAWG, promote SRHR, participate and influence decision making processes which affect their lives through SRPD empowerment processes.

4. To contribute to youth empowerment through (self) employment initiatives, skilling and retooling to enhance sustainable economic development and improvement of quality of life of vulnerable households.

5. To contribute to livelihoods enhancement, youth employment and women economic empowerment and self-reliance of refugees and host communities

6. To strengthen Institutional capacity of UCAA to provide Human Rights Based Approach (HRBA) to development to deliver on its vision, mission and objectives efficiently and effectively.

UCAA strategy is built upon on the five interlinked programme areas which are outlined below:

Programme Thematic Area 1: Promotion of rights to sustainable Livelihoods

Specific objectives: *To contribute towards livelihood enhancement through participation and promotion of viable livelihoods activities for self-reliance and sustainable development of the most vulnerable communities.*

Expected results

1. Enhanced food and nutrition security at household level.
2. Enhanced agriculture as a business.
3. Capacity enhancement of vulnerable youth and women linked to earning incomes.
4. Improved income generation opportunities for vulnerable women, men and youth groups.
5. Established village savings and loans associations (VSLAs) for women and youth groups.
6. Established SACCOs and producer cooperatives at village, sub-county and district levels.
7. Improved access to finance, advisory services and inputs.
8. Establish producer and marketing cooperatives societies at district and national levels
9. Established linkages of value-chains and markets in place for increased income.
10. Sustainable climate-change adaptation and climate-friendly agriculture within households

Programme Thematic Area 2: Child Protection, Education and Life-skills development

Specific objectives: *To contribute to early childhood development and girl-boy child protection through SRPD, child protection and education for economic empowerment and self-reliance.*

Expected results

1. Children protected against child abuse (child-labour, trafficking, street-kids, school drop-outs, etc) by the community
2. Commitment by the community to uphold, promote and protect Children's Rights
3. Education for economic empowerment and self-reliance enhanced at community level
4. Educational institutions and communities protect children against all forms of abuse
5. Positive mind-set change enhanced among youth, parents and local communities
6. Knowledge and skills of risk assessment and self-audit of the status of child safeguarding enhanced among UCAA, her partners and at community level.
7. Partners/stakeholders capacity and working environment of UCAA ensures child-friendliness, promotes and protects girl-child against early marriage

Programme Thematic Area 3: Human Rights, Sexual reproductive Health Rights (SRHR) and ending violence against women and girls (VAWG)

Specific objectives: *To enhance the capacity of vulnerable households to end VAWG, promote SRHR, participate and influence decision making processes which affect their lives through SRPD empowerment processes.*

Expected results

1. The community and vulnerable individuals able to demand for accountability, promote and protect their rights in good governance and political participation
2. Citizens' oversight on public resource management and utilization to enhance transparency and accountability for improved services delivery enhanced**.**
3. Increased adoption of SRHR practices at Households levels as a means to curb high fertility and enhance household wealth creation.
4. End VAWG through enhanced sensitization and empowerment of women and men at the family and community level.

Programme Thematic Area 4: Youth Empowerment, Employment and skilling

Specific objectives: *To contribute to youth empowerment through (self) employment initiatives, skilling and retooling to enhance sustainable economic development and improvement of quality of life of vulnerable households.*

Expected results

1. Enhanced Employment chances for youth
2. Increased, improved and diversified skills and employment strategies for youth
3. More commitment by development partners and stakeholders to support youth development
4. Increased willingness by the youth and community to change from non-productive working culture towards economically viable youth employment

Programme Thematic Area 5: Humanitarian Aid and Development

Specific objectives: *To contribute to livelihoods enhancement, youth employment and women economic empowerment and self-reliance of refugees and host communities.*

Expected results

1. Conflict-affected persons engaged in sustainable peace and security initiatives, environmental protection and psychosocial initiatives
2. Enhanced employment chances for youth in the refugee camps and host communities
3. Increased, improved and diversified skills and employment strategies for refugee youth and host communities
4. Enhanced economic empowerment opportunities for women in the refugee camps and host communities
5. Savings and internal borrowing facilitated among refugee youth and women through VSLAs

Programme Thematic Area 6: Institutional development Programme (Mainstreaming Cross-cutting issues and Financing the Strategic Plan)

Specific objectives: *To strengthen Institutional capacity of UCAA to provide HRBA to development to deliver on its vision, mission and objectives efficiently and effectively.*

Expected results

1. CAT courses maintained and promoted in all regions and districts of Uganda
2. Family planning principles mainstreamed and promoted
3. Organizational capacity in HRBA, governance, management and leadership strengthened
4. Cross-cutting issues especially; Gender, Environment (Climate-change adaptation), disability and HIV/AIDs mainstreamed
5. Monitoring and evaluation tools and practices updated to reflect new approaches.

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Forward

Uganda Change Agent Association (UCAA) fully recognises the need to align her actions to Uganda's vision 2040 and other guiding national and global development policy guidelines. This is given due-regard while in pursuit of our own aspiration "To promote the participation of vulnerable communities in the decision–making, control and protection of their livelihoods for sustainable development ". This strategic plan therefore sets out a common vision, mission and strategic direction for UCAA for the period 2022 to 2027.

A lot of dedicated work was put into the process which has carefully involved various stakeholders to develop this strategic plan. This is meant to take advantage of the opportunities available and to ensure ownership by the stakeholders and accountability by the implementers. Above all, this strategic plan shows UCAA's commitment as an organization to actively contribute to attaining national and global poverty reduction goals that fall within this period. The plan aims at mobilizing the Change Agents, members of the self-help groups and the communities to contribute to national development efforts so as to reduce poverty and promote development.

Through its 'conscientisation' process, UCAA empowers the vulnerable and marginalised community to analyse their situations and struggle to find solutions to the problems through the process of conscious awareness, reflection, analysis and provision of effective remedies. UCAA believes that it is only 'conscientised' people who are the solution to the root causes of poverty and who can successfully demand for good leadership and accountability and guarantee peace, stability and positive development.

UCAA has continued to grow stronger and over the years it has liberated unprecedented rate of vast political, economic and social potential of the marginalised grass root men and women in Uganda. Through the Association's activities as enshrined in the strategy, marginalised children, youth, the elderly, people with disabilities, men and women shall become entrepreneurial, adopt the culture of saving, ascend to leadership positions and generally improve their situations. Issues of Family planning, Sexual gender based violence (SGBV) and the influx of refugees has called our attention to include them in the plan.

We appreciate and acknowledge various stakeholders who have supported UCAA through goodwill and funding, we encourage them to continue doing so and we also invite other development partners to come and join us.

On behalf of the UCAA therefore, I wish to pledge unwavering support for the implementation of this strategic plan.

I would like to extend our sincere thanks to the government of Uganda for supporting our noble cause. Special thanks goes to all our funders past and present, volunteer change Agents, Staff and the community members for their continued support.

Thank you,

Balwana Philip Kagodo
UCAA Chairperson

Acknowledgements

The strategic plan 2023 – 2027 aims to guide UCAA's intervention for the next five years. We would like to appreciate the collaborative effort of various stakeholders in the development of this five-year strategic plan. Sincere thanks goes to all persons who participated in the UCAA review and planning meetings, external evaluations, organisational capacity assessment, baseline surveys and assemblies for their contributions that resulted into the development of this strategy.

UCAA is indebted to the respective government authorities, local leaders, the trained Change Agents, members of self-help groups, staff, Board of Directors and other partners for their constructive inputs. We sincerely appreciate the time and efforts of these resource persons.

Special thanks goes to the facilitators of the strategic planning exercises, consultants and facilitators of the UCAA Organizational Capacity Assessment and external evaluators whose expertise and guidance led UCAA into this process and therefore resulted in the completion and production of the five -year strategic plan for the organization.

We wish to specifically thank our donors and membership for funding the UCAA strategic planning process without which we would not been able to develop this strategic plan.

We appreciate your continued trust in our organisation and we look forward to working closely with you in the implementation of this strategy.

Best regards,

Lucy Akello Ayena
Executive Director, UCAA

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List of Abbreviations

CAT	Change Agent Training
DDP	District Development Plan
ED	Executive Director
EU	European Union
EVAWG	Ending Violence Against Women and Girls
FCA	Finn Church Aid
GDP	Gross Domestic Product
HIV/AIDS	Humane Immune Virus/Acquired Immune Deficiency Syndrome
HRBA	Human Rights Based Approach
HURINET	Human Rights Network
IDP	Internally Displaced Persons
INGO	International Non-Government Organisation
M&E	Monitoring and Evaluation
NAADS	National Agricultural Advisory Services
NDP	National Development Plan
NGO	Non-Governmental Organisation
OCA	Organisation Capacity Assessment
OPM	Office of the Prime Minister
PAL	Participatory Adult Learning
PEAP	Poverty Eradication Action Plan
PRA	Participatory Rural Appraisal
QSN	Quaker Service Norway
RBA	Rights Based Approach
SACCOs	Savings and Credit Cooperatives Organisations
SDGs	Sustainable Development Goals
SDP	Sub County Development Plan
SHG	Self-help group
SP	Strategic Plan
SRHR	Sexual and Reproductive Health Rights
SRPD	Self-Reliant Participatory Development Methodology
SWOT	Strength Weaknesses Opportunities Threat
UBOS	Uganda Bureau of Statistics
UCAA	Uganda Change Agent association
UNOCHA	UN Office for Coordination of Humanitarian Affairs
USD	United States Dollars
VSLA	Village Savings and Loans Associations

1. CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1. *Introduction*

The persistence of poverty is an obstacle to the aspirations and dreams of most people to realize and attain self-reliance globally. Even after two dedicated decades of specialized capacity building and development through the change agent process of developing a critical awareness of rural communities**,** the dimensions and effects of poverty are still overwhelming. Moreover, poverty is exacerbated by inequitable growth, disempowerment, inequality and a development program that focuses on quick fixes rather than systemic and sustainable solutions anchored on the ideals that, if poor vulnerable men and women become conscientised (consciously awakened) to analyse the root causes of their poverty, they can then find solutions in a self-reliant manner.

Over the next decades, our revised strategy is honed through local experience, and building on Uganda Change Agent association (UCAA) proven track record and the lessons learned over the years, focused to ensure that growth benefits most impoverished communities; build local capacities and provide opportunities through demand-driven and participatory approaches, wisely crafted to the local context to realize the required breakthroughs in view of local needs and global challenges.

1.2. *Background*

UCAA was formally registered by the National NGOs' Board in 1993, Registration Number S5914/646; also incorporated by the registrar of companies as a non-profit limited liability company under the Companies Act. Uganda Change Agent Association (UCAA) founded in 1992 as a member - based voluntary national association of trained development workers by Quaker Service Norway (QSN). Currently it has over 3,000 members organized in 230 branches in districts throughout Uganda. Initially, the founding of UCAA was based on the desire of the Change Agent to keep in touch in an 'old' boys/girls sort of association. Over the years, UCAA, has grown and transformed itself into a nationwide membership organization for capacity-building, service-provision to vulnerable communities and community development. This is achieved through SRPD initiatives to the vulnerable rural and urban communities and non-governmental organizations in Uganda. The vulnerable persons successfully reached and empowered in the past five years included child and women protection, rescuing street-connected children, women and youth economic empowerment, Ending VAWG, promoting SRHR and livelihoods/economic empowerment of refugees and refugees hosting communities.

UCAA strategic goals are grouped under five objectives, namely;

1. To contribute towards livelihood enhancement through participation and promotion of viable livelihoods activities for self-reliance and sustainable development of the most vulnerable communities.

2. To contribute to early childhood development and girl-child protection through SRPD, child protection and education for economic empowerment and self-reliance.

3. To enhance the capacity of vulnerable households to end VAWG, promote SRHR, participate and influence decision making processes which affect their lives through SRPD empowerment processes.

4. To contribute to youth empowerment through (self) employment initiatives, skilling and retooling to enhance sustainable economic development and improvement of quality of life of vulnerable households.

5. To contribute to livelihoods enhancement, youth employment and women economic empowerment and self-reliance of refugees and host communities

6. To strengthen Institutional capacity of UCAA to provide Human Rights Based Approach (HRBA) to development to deliver on its vision, mission and objectives efficiently and effectively.

1.3 Organisation Vision and mission

1.3.1. The Vision of the organisation

An empowered and self-reliant society living in harmony with dignity

Uganda Change Agent Association envisions poor rural communities in Uganda empowered and self-reliant, living in harmony with dignity. UCAA's desire is to increase local capacities and provide opportunities through the change agent process for self-reliance with improved income as well as improving their access to basic services.

1.3.2. The mission of the organisation

To promote the participation of marginalized communities in the decision-making, promotion and protection of their rights for sustainable development.

Uganda Change Agent Association works towards improving the quality of life of the most rural and impoverished communities through providing an environment that catalyzes sustainable development processes at community level, providing voice and space to the most marginalized groups to exercise their rights in the decision-making process, support people to access and develop the capabilities, services and opportunities needed to live a healthy, productive and otherwise fulfilling life, while sustainably using the natural resources they depend on.

1.4. Organisational beliefs, values and principles

UCAA is committed to uphold and abides by the following fundamental **beliefs** and **values** in pursuance of her endeavours for the attainment of its missions and vision:

UCAA beliefs that:

- The rural impoverished marginalized communities have capacity to reverse the situation if given the opportunity to work together/ in a participatory way.
- Together we can develop local capacities, strengthen governance systems, and make markets work for the poor.
- The marginalized can become productive, if empowered with knowledge, skills and initial support.
- That change can only be positive if we influence positive change of attitude and self-reliance.

1.4.1 Values

The core values that guide UCAA work are derived from set of values compass:

- **Independence and neutrality**: UCAA works entirely on the basis of its mandate by focusing on issues concerning the most vulnerable and marginalized persons.

- **Inclusion – of the community and people we work with:** - respecting and working together with the community and people, so that they are empowered to participate in planning and implementation, as well as make right choices for sustainability and ownership.

- **Gender equality** – believes that all women and men are equal before and under the law; have equal dignity (worth) of the person and opportunities in economic, political, cultural and social life.

- **Social - accountability and transparency** – we hold ourselves accountable to the highest level of ethical behaviour and responsibility for our actions, while maintaining integrity in our performance without anticipating reward. We shall also advocate for transparency and accountability from all duty bearers for improved service delivery and equitable development

- **Mutual respect – for the equal rights of human person:** UCAA uses change agent methodology for awareness and rights-based approach to its work to ensure that all vulnerable and marginalized persons can enjoy their rights and life opportunities without any kind of discrimination.

- **Volunteerism -** we commit to selfless services through our action and conduct towards humanity with Love and dedication to changing the conditions that enslave and reinforce marginalization of the poor rural women & Men.

- **Empowerment and participation** - we appreciate each other's contribution and encourage ourselves that together we can achieve our goals as Agent of change and should have the opportunity to shape processes of development.

1.4.2. Principles

UCAA is guided by the following principles:

- Equal opportunity
- Innovation and continuous learning
- Selfless service oriented for humanity
- Empowerment and self-Reliance
- Transparency and honesty
- Non-discrimination

1.5 The changes UCAA wish to see:

UCAA's overall strategic goal is that impoverished rural communities are empowered to participate in the decision-making and livelihood enhancement for sustainable development. With support from its partners and other stakeholders, UCAA will work for the following changes.

- Rural communities and change agent members, including other stakeholder meaningfully engaged in local and national decision-making processes and structures and have positively influenced outcomes.

- An empowered and self-reliant citizenry able to realize and achieve their aspirations and dreams in a sustainable way.

- Institutions, structures, norms and barriers that reinforce impoverishment and marginalization are challenged and reformed so that impoverished rural communities can have access to information and influence decision-making processes, and can hold governments accountable for equitable development.

- Dialogue and constructive engagement between conflicting groups and conflict transformation as a means of resolving violence and conflict to enhance reconciliation and harmonious living.

1.6 UCAA's strategic entry points:

- UCAA has trained change animators, facilitators and agents of change all over the country with well-established structures (branches and district change agent associations, regional and national).
- Change Agents' rural groups of women and men.
- UCAA has developed clear links between political governance and economic governance work, particularly around the equitable use of national resources for poverty reduction.
- UCAA uses international human rights standards as a platform for facilitating increased advocacy and networking with government and other partners.
- Previous and on-going project beneficiaries for scaling-up and follow-up initiatives.
- Government structures, local leaders and community institutions.

2 CHAPTER TWO: ORGANIZATION REVIEW

2.1. The need for the strategy

The development of UCAA Five Year Strategic Plan; 2023 - 2027 is justified based on:

- The recommendations of the mid-term external evaluation report 2011, the organizational capacity assessment report 2012 and 2018, district meetings and the National Delegates Assemblies recommendations, the need for UCAA to develop a new strategy was evident. This was first enshrined in the five-year Strategic Plan 2009-2013 which expired in 2013.

- On the basis of the above the UCAA Strategic Plan 2014 -2016 was a consolidated version of the one preceding it. As a matter of emphasis the HRBA component, especially the promotion of the rights of children, women, the disabled and the marginalized need to be explicitly tackled as a way of strengthening the self-reliant-participatory rural development methodology espoused by UCAA. This has been going on implicitly, but it was a key strategy of the 2017-2019 and 2020-2022 strategic periods.

- Thus starting off with the 2017-2019 strategic plan, the UCAA focus moved more directly towards tackling the economic empowerment and the HRBA approach to protect and promote the interests of women and children. This witnessed more direct economic empowerment and social-economic interventions into the improvement of the welfare of children, women and men.

- The next five years, 2023 - 2027 will increase the momentum of the HRBA and place much more emphasis on the empowerment of women as a sure starting-point to protect and promote the rights of children and other marginalised members of the community. To this end, the economic empowerment of youth will be an equally strong area of emphasis. Considering the growing influx of refugees in the country, the interests of refugee and hosts communities has also captured the attention of this plan. Specifically, UCAA will target youth employment, women economic empowerment and livelihoods components of the target beneficiaries.

- The need for UCAA to strategically reposition itself in the changing and challenging CSO operating environment for increased co-ordination and cohesiveness to effectively and efficiently carry out its mandate of developing critical awareness of rural men and women social reality to ensure that self-reliant participatory development processes at community level is enhanced. However, the 2023 - 2027 strategic plan reminds UCAA of the need to re-emphasise the core CAT course and ensure regional trainings and district trainings are planned and implemented in all the regions and districts; progressively and continuously.

- To provide the change agent members with the platform to charter a new strategic direction of the organization in relation to its mandate, operations and relevance for improved relationship and increased action oriented synergy.

- The need to have a national outlook and a balanced programme on change agent training methodologies with community led advocacy so that connectivity between local and national actions are brought out for effective advocacy and strategic intervention or impact.

- Develop strategies for facing the changing funding scope, characterized by decrease in donor funding and changing priorities of development partners compounded with the current economic crisis as a result of COVID 19 pandemic challenges.

- Also community development work evolves, there is need to adapt and provide more meaningful interventions and the engagement of change Agent to promote sustainable livelihoods and development that empower poor household in the rural communities.

2.1 Review and strategic planning process

2.1.1 Review of UCAA strategic plans 2014-2016; 2017-2019 and 2020-2022.

With support from Kerk-in-Actie (Netherlands), European Union (EU), UN Women WPHF, Finn Church Aid, KinderNothilfe and EU action against disaster risk, UCAA implemented the second three-year Strategic Plan 2020 – 2022, which focused on: child and women protection, rescuing street-connected children, women and youth economic empowerment, SRHR, Ending VAWG, promoting SRHR and livelihoods/economic empowerment of refugees and refugees hosting communities; while at the same time supporting the community-based agents of change aimed at improving the living standards of the rural households. The 2020-2022 Strategic plan was a wider departure from its predecessor. The major turning point was to place direct emphasis on promotion of economic empowerment, livelihoods enhancement, organizing communities to monitor and demand for good governance and accountability through lobby and advocacy as well as to engage communities, parents and school children in child protection and basic education activities.

During the 2020-2022 period, Kerk in Actie, KNH, FCA, EU and UN Women; the livelihoods enhancement approach targeted women and children, especially in West Nile, Kampala, Acholi and Karamoja sub-regions. This trend will continue and will extend to take care of the interests of youth employment, skilling and retooling. Both women and children in the refugee camps will also be the primary targets for livelihoods empowerment. Through women and the entire community, children will be targeted directly and or indirectly as primary beneficiaries.

2.1.2 **UCAA growth overtime: *key milestones, challenges and lessons from the previous strategic plan and organizational assessment*.**

Over the years, Uganda Change Agent Association, has grown and transformed itself not only from a nationwide membership organization but also into a specialized training organisation for the promotion and empowerment of rural men and women through sustainable self-reliant participatory development initiatives in Uganda, thus contributing to the socio-economic and political development.

Change Agent SRPD training, Self-help groups (SHG) approach, Ending VAWG SRHP, Child protection, Women & Youth Empowerment:
UCAA developed and applied the Concept of Change Agent SRPD as a tool for developing critical awareness of rural men and women social reality to ensure that self-reliant participatory development processes at community level is enhanced. The methodology has been widely and extensively used to implement its activities in the rural communities through training of Change Agents. In the course of the work of community development facilitators trained by change agents, a broad and integrated approach was needed for a holistic development approach.

The Change Agent Training model is premised on the ideals that, if poor rural men and women become conscientised (consciously awakened) to analyse the root causes of their poverty, then they can find solutions to remedy that poverty by adopting the various measures of the training. Building upon the principles of adult education and experiential participatory learning processes in which

empowerment and conscientisation (change agent philosophy) is anchored on, the methodology has proven very effective and has grown into an institutional flagship product which has been in high demand among rural community groups, CSOs and the district local government, especially where UCAA had an effect. The training consists of various topics like Improved agricultural practices, farming as a business, enterprise selection, VSLA methodologies, development theory, poverty analysis, working with groups, book keeping etc.

However, during the strategic plan period just ended, this philosophy of SRPD was bedrock for other directly empowerment processes. The self-help groups (SHG) approach was a basis for developing the Village Savings and Loans Associations (VSLAs) among the beneficiary vulnerable youth and women. This was incorporated with project aimed at ending VAWG, SRHP, Child protection, Women & Youth Empowerment. These projects were specifically implemented in the following locations:

a) Women in Development Project in West Nile region.
b) Enhancement of Youth Employment and Agency in West Nile region.
c) Children at risk Project in Karamoja region and Kampala.
d) Rights enhancement and advocacy for change (REACH) spotlight project on SRHR and VAWG.
e) Improving livelihood of women and children of Agago district through self-help group approach.

2.1.3 Establishment of regional branches

- As of 2022, UCAA had a membership of 3,000 members (1,920 full Members - 48% female and 52% male) organized in 230 branches throughout Uganda. As a result of UCAA support to capacity building of Change Agent and community groups, there is reported improvement in the quality of life.

- **Establishment of other organizational structures eg; sub-county associations:** UCAA has established working community structures in all locations of project implementation. This has been done to promote ownership in planning implementation and project benefits for the communities. These structures include: women movement structures, child rights clubs in schools and communities, child protection committees at village levels as well as cluster-level associations

- **Stimulating economic development processes:** through training, the capacity of the poor rural men and women has been enhanced with the relevant knowledge and skills to be able to save and invest in viable income generating activities which has stimulated economic development processes.

- **Fostering socio-political development**: through the empowerment of the rural poor on issues of governance, a number of change Agents especially women have taken into leadership positions in the local governance. This is mainly because change agent methodology promotes the spirit of voluntarism through selfless service for humanity which is important in enhancing transparency and accountability.

- UCAA continues to build networks and alliances as a strategy to strengthen advocacy and undertakes analyses of strategic policies and other documents to establish whether they are pro-poor and gender-sensitive. This kind of intervention equips CSOs with evidence and facts for advocacy for a budget that addresses poverty and inequalities in the country.

2.2 Assessment of Achievements of the 2020-2022 Strategic Plan

Although the outcomes were not specifically summarized in the Strategic Plan, nevertheless they were specified in the project proposals and reports. From the general impression of both beneficiaries, staff and key stakeholders, a Rapid Evaluation was made on the level of achievements of the planned outcomes and were scored against a value of 0-10 (meaning 10 is highest and 0 is lowest or no achievement realized). This is tabulated below:

Outcomes	Score	Current project area/ location (region/ district)
1.1. Improved food and income security at household level. 1.2. Improved positioning of (smallholder) farmers within the value chains. 1.3. Promotion of sustainable climate friendly agriculture. 1.4. Improved access to finance, advisory services and incentives and inputs. 1.5. Local small and medium farmers and processors supported for increased productivity 1.6. Agribusiness through Value chains & innovative products; and markets linkages at local, national & regional level developed 1.7. Promote equity for women farmers/processors to increase food security and household income	5 (mainly set-back by shortage of skills for water-harvesting as a result of unreliable weather)	Backyard gardens most visible in Napak, Trained women in improved/modern agricultural practices
2.1. Education for economic empowerment and self-reliance enhanced at community level. 2.2. Educational institutions engaged in economic and self-reliance activities 2.3. Knowledge and skills development for economic empowerment and self-reliance enhanced at community level 2.4. Partners/stakeholders capacity using change agent training for socio-political and economic development enhanced	6 (Major activity was capacity building of school management in primary or schools. Key aspects covered were Performance, retention and informal education)	Trainings in was planned and done in Napak; for Teachers whose VSLAs have turned out much better than other VSLAs across the country (benefits include improved housing). Other benefits included elimination of absenteeism of teachers since they has savings at hand. FAL (for IGAs) of women groups also well done
3.1. Enhancing citizens' oversight of public resource management and utilization to enhance transparency and accountability for improved services delivery. 3.2. Leadership development and conscientisation. 3.3. Enhance peaceful co-existence and harmony	3-6 (The lower score was due to less advocacy initiatives, while the higher score was for increased leadership roles)	
4.1. Evidence based research, documentation, dissemination and advocacy to enhanced 4.2. Evidence and solution based advocacy informed by empirical evidence used to influence policy and decisions at all levels enhanced.		Few regions, were reported in terms of only LC1s, Leadership taken by women
5.1. Organizational capacity in HRBA, governance, management and leadership strengthened 5.2. Organizational policies, systems and procedures that reflect HRBA in place and operational 5.3. Human resource planning, development and staff retention enhanced 5.4. Monitoring and evaluation tools and practices updated to reflect new approaches	2 (limited specialization in advocacy activities) 5 (key management concerns like policies, M&E and planning are now in place).	There is high potentials by members to advocate Facilitate district assemblies, newsletters, planning processes, involvement in trainings, activity

2.3 The 2023 - 2027 Strategic Plan (SP) Development Process

UCAA undertook a series of activities that constitute the 2023 - 2027 Strategic Plan Development Process. The major events are the following:

a). Review of the previous strategic plan performance that started on September 26th 2022 and finalised on October 3rd 2022
b). Several planning and Strategic discussions meetings and workshops held on: 3rd , 7th 10th and 17th October 2022;
c). Stakeholder mapping and consultations at various levels that was finalised on November 18th 2020 at UCAA head office.
d). Systematic literature review, analysis and incorporation of Rights Based Approach into the strategic plan
e). Several member's consultation workshops as well as periodic presentations, analysis and review of the M&E documents.

The key stakeholders engaged in this process included accomplished as follows;

1) At each stage, an appropriate methodology was strategically agreed on jointly and effectively facilitated. In all circumstance; learning, active participation and strategic visioning in a result oriented manner was agreed on as the guiding principles in the process.
2) An assessment of current development trends and alignment of the UCAA strategic plan to the Sustainable Development Goals (SDGs), the National Strategic Plan, the National Vision and National Policy Frameworks was undertaken. Hence, the SP is in tune with government emphasis of achieving the 17 SDGs; including ending poverty, fighting inequality and injustice, and tackling climate change by 2030.
3) Additionally, the current global financial trends, against the donor priority-shifts were assessed side-by-side with pressing global poverty concerns and community needs being guiding reference points at various stages.

2.4 Stakeholders Analysis and beneficiaries Needs Identification

The needs to be addressed for the next three years were identified in three folds;
1. Various consultative meetings of the SP process,
2. Review / evaluation of the previous SP and
3. Organisational Capacity Assessment (OCA) conducted by UCAA to inform the next period of UCAA engagement with her various partners. Hence, the Strategic stakeholder's needs and priorities that are to be addressed in the next SP Period are analysed and streamlined in this document.

2.5 Lessons Learned

During the implementation and evaluation process of UCAA three years strategic plan 2020 – 2022, including findings of the organizational assessment of 2022, summarised above, a number of lessons and challenges were drawn for UCAA strategic planning learning.

1. ***An active membership is critical for UCAA's mandate and role;*** The rising cost of living impacts on voluntarism which is the bedrock of UCAA's membership involvement. The organization needs to explore innovative ways of keeping the membership inspired and participating in working towards the realization of its goal and objectives.

2. ***Flexibility of change Agent training methodology***, UCAA is a learning organisation. Therefore, the need to develop a clear capacity building strategy with an adaptive methodology tailored towards the emerging needs and development challenges is critical to meet the demands of the local communities and CSOs.

3. ***Strengthening institutional capacity and linkages;*** with other institutions and constituent change agent regional structures is important in meeting the overall objectives of the organisation.

4. ***Financial resource requirement;*** Successful implementation of the strategic plan requires mobilization of adequate financial resources. Changes in funding modalities and the volatility of donor commitments calls for innovative ways of resource mobilization to generate the resources required to implement the new UCAA strategic plan.

5. ***Skilled and human resource requirement in place;*** In order to implement the programmes successfully, it is vital that key staff positions be filled up. This calls for rationalization of the staffing structure to address implementation challenges while maintaining manageable staff levels within the resources available.

6. ***Creation of new districts makes implementation of planned programmes difficult***; However, this is a political reality that CSOs and other development actors have to grapple with and UCAA needs to find practical and strategic ways of engagement with both the existing and newly-created district local government structures.

7. ***Importance of organizational Policies and other operational guidelines:*** The need to put in place all substantive and relevant policy documents is important in guidance and strategic direction and implementation.

8. ***Improved resilience of the people we work with;*** The strengthening of capacity of the people we work with is key to sustaining the project benefits to the communities and provides a fall-back Capacity to the beneficiaries

2.6 UCAA five year (2023 - 2027) strategic planning process:

This Strategic Plan was developed through a participatory and consultative process flagged-off by the Executive Director/Accounting Officer, UCAA. The process involved a review of relevant Government policy documents, UCAA reports and previous strategic plans. The review enabled identification of the national policy priorities that the strategic plan will aim to align to and contribute to achieve. Additionally, interviews with the Board of Directors, staff, beneficiary representatives, key stakeholders and opinion leaders knowledgeable in UCAA activities and community economic development were conducted.

The process also involved a review of the past performance of UCAA in terms of its achievements and constraints in order to address performance gaps and design new interventions. These were enriched through strategic planning meetings and workshops. This process culminated into drafting this Strategic Plan 2023 -2027 in compliance with the results of the discussions and deliberations.

A consultant was engaged to work with UCAA highly technical team comprising of the Board members and staff to facilitate the planning process. The process involved a number of planning

meetings with the technical team, additional consultations with selected partners and a planning workshop attended by the Board, staff and representatives from district-based partners. This was followed by the drafting of the Strategic plan which was reviewed by the technical team and a draft finalized for validation. The Strategic plan was then presented and approved by the BOD at an event attended by key stakeholders.

2.7 ***UCAA Strategic Plan 2023 - 2027 value addition.***

- The strategy presents UCAA with a different outlook in terms of Vision, Mission, and Strategic objectives and outcomes that the organization will use to create strong linkages with the regional branches and grassroots members.

- Having a national outlook with a balanced programme on change agent training methodologies with community led advocacy that connect local and national issues for effective advocacy and strategic intervention and impact.

- Increased cohesion and coordination between the branches, joint planning, implementation and monitoring of progress, impact and increased partnership with other stakeholders.

- Streamlined and strengthened governance, management and implementation mechanisms, making UCAA to stand out as Change Agent organization training communities in self-reliant participatory development methodology as a tool for developing critical awareness of rural men and women.

3 CHAPTER THREE: CONTEXT ANALYSIS

3.1 Contextual analysis: *socio-economic and political context of Uganda*

Uganda is now pursuing Vision 2040, which is geared towards transforming the country from a predominantly peasant and low-income country to a competitive upper middle-income status with a per capita income averaging USD 9,500 by 2040. The Vision is anchored on strengthening the development fundamentals in order to successfully harness the abundant economic opportunities. Government's strategy is to implement Vision 2040 through three 10-year plans, six 5-year National Development Plans (NDPs) and other sub-national level frameworks.

The third NDP is in a series of six NDPs that will guide the nation in delivering the aspirations articulated in Uganda Vision 2040. The NDPIII (2020/21 – 2024/25) is anchored on the progress made, challenges encountered and lessons learnt from previous planning and implementation experiences of NDPI and NDPII. The Plan defines the broad direction for the country and sets key objectives and targets for the sustainable socioeconomic transformation of Uganda.

Based on the review of the country's performance during the past ten years of implementing the NDPs, a number of lessons have been learnt including:

(i) Increasing investment in the productive sectors of the economy to optimize use of the increased infrastructure capacity;
(ii) Revisiting the development approach, in particular the role of government in the development process. The market alone is unlikely to optimally drive Uganda's development process. A quasi market approach is required;
(iii) Re-focusing efforts on the production of appropriately skilled labour for the economy; (iv) Improving the functionality and range of services provided by sub-counties and parishes in order to effectively address development needs at the local level;
(v) Increasing the effective utilization of alternative sources of development financing, like; the private sector, the pension fund, development partners and CSOs;
(vi) Breaking down the silo approach to planning, budgeting and implementation through the introduction of a program approach that brings together all stakeholders necessary to address a particular development issue;
(vii) Addressing the issue of land compensations for development projects;
(viii) Strengthening the role of government in increasing access to market opportunities in global and regional markets;
(ix) Strengthening Public Investment Management in order to increase the return on public investment.

Standard of living/livelihoods

Uganda aspires to reach upper-middle income status by 2040, with an expectation of improving the wellbeing of its citizens and reaching a per capita income of USD 9,500. For this to happen, significant investments must be made to improve the wellbeing and the productivity of Uganda's adolescents and youth who comprise the largest share of Uganda's population. According to the 2014 Census[1], 78 percent of Uganda's population are below 30 years making it one of the youngest countries in the world. Moreover, 56.7% of the population is under 18 years, signaling a high dependence ratio. A high dependence ratio affects household ability to save leading to low domestic savings. Low domestic savings mean foreign borrowing to finance investment, high foreign debt and dependence on foreign savings. With 57% of the population currently below the

[1] Uganda Bureau of Statistics (UBOS) Census 2014

age of 18, the number of labor market entrants is projected to increase from 800,000 a year to 1.5 million in 2040 by which time the total population is projected to reach 61 million.[2]

Family planning and SGBV elimination

Thus in order for Uganda to realize its Vision 2040 and benefit from the demographic dividend, the country aims to increase access to and use of voluntary family planning, particularly among women of reproductive age who are sexually active and want to avoid pregnancy. Unmet need for family planning in Uganda is particularly high among women who are younger, living in rural areas, have little to no education, and are in lower wealth quintiles. It is also crucial for development programs to complement investments in increasing access to voluntary family planning with building Ugandan political commitment and coordination at multiple levels.

According to the UDHS report 2016, with 70 percent of the population younger than 25 years old, Uganda has experienced a slight reduction in total fertility, from 6.7 to 5.4 children per women; an increase in modern contraception use, from 26 percent to 35 percent; a reduction in child mortality, from 38 to 22 deaths per 1,000 children; a reduction in under five mortality, from 90 to 64 deaths per 1,000 children; and a reduction in unmet need for FP, from 34 percent to 28 percent. In addition, 25 percent of adolescents ages 15–19 in Uganda have begun childbearing, and adolescent childbearing is more common in rural than urban areas (27 percent versus 19 percent)[3].

Child-protection, education and life-skills enhancement

Uganda's education system dates back several decades ago although, parents continue to fail to take children to school. The major excuse is that parents don't have money to pay, others feel the money spent does not yield jobs due to poor curriculum, and several other reasons. Other key challenges faced in the education sector include a high level of teacher and student absenteeism, weak school level management structures, inadequate availability of learning materials, and large class sizes. A major issue is also the availability of teachers in disadvantaged areas and a lack of accommodation for teachers in rural, hard to reach areas.

Moreover, whilst Uganda's population growth rate currently stands at 3.0% per annum[4], nationally, one quarter of Ugandan teenagers have begun childbearing with higher rates among teenagers in rural areas, with less than secondary education and in lower wealth quintiles[5]. These demographic trends, low outputs of education and other factors contribute to increased fertility coupled with higher maternal and child mortality and limit Uganda's economic growth and stability.

Promoting youth employment opportunities and agency

Uganda aspires to reach upper-middle income status by 2040, with an expectation of improving the wellbeing of its citizens and reaching a per capita income of USD 9,500. For this to happen, significant investments must be made to improve the wellbeing and the productivity of Uganda's adolescents and youth who comprise the largest share of Uganda's population. According to the 2014 Census, 78 percent of Uganda's population are below 30 years making it one of the youngest countries in the world.

However, despite strong economic growth over the last years, the optimal contribution of the youth to the development of the country is hampered by unemployment, low skill levels, limited opportunities and vulnerability. In the last few years, several donors have worked with local and

[2] Millennium Development Goals Report for Uganda 2015

[3] Uganda demographic and health survey, 2016

[4] Uganda National Population and Housing Census, 2014, Resource Link 13

[5] Uganda Demographic and Health Survey (UDHS), 2016, Resource Link 11

international CSOs in providing non-formal education and technical and vocational education and training opportunities for young people, particularly in Northern Uganda. Some of these projects have led to the creation of (self-) employment opportunities[6]. These projects have also been complementary to the government's own interventions, such as the Youth Livelihood Programme (YLP), by empowering young people with skills and confidence to apply for the funding.

Disaster-risk Reduction, natural resources and climate-friendly agriculture

Uganda is endowed with a wealth of natural resources. The country boasts a diversity of ecosystems, including a part of Africa's largest lake, a share of the world's longest river and many other open water sources, wetlands, different types of forests, Afro-Alpine Mountains, large areas of savannah etc. Beneath the soil and water surface lie deposits of a variety of minerals as well as mineral oil. The overwhelming part of Uganda's population relies heavily on natural resources for their livelihoods, such as farmers and fishers, but also increasingly Ugandans employed in tourism, as most tourists come to Uganda to experience different ecosystems, including wildlife.

However, the country's natural resources are being degraded, compromising their capacity to generate future income. Nearly half of Uganda is affected by severe land degradation; unsustainable land use leads to soil erosion and, in some areas, fatal landslides. Uganda has lost a considerable part of its forest cover; fish catches have been declining and surface and ground water is polluted; wetland area is shrinking and the country is increasingly subjected to the effects of climate change.

Human rights and gender issues

This relates to the difficulties in the achievement of international rights standards for all citizens. These difficulties centre upon the provision of proper sanitation facilities, internal displacement and development of adequate infrastructure. According to UNFPA, Sexual and Gender Based Violence (SGBV) *in* Uganda is high. Sixty percent of women have experienced violence compared to 53% of men with one in four women report that their first sexual intercourse was forced against their will. This is in addition to the fact that men expect their women to be docile. In Uganda, women continue to face numerous challenges in implementation of development initiatives including; corruption by district officials, Politicization of development projects, Budget inadequacies, Weak monitoring systems and difficulties in accessing funds due to lack of business registration documents.

Discrimination against children still exist, including access to education for children with disabilities, children affected by and/or infected with HIV&AIDS and children from minority groups such as the Batwa children and Albino children. This is worsened by limited access to health care services, high infant and under five mortality rates, high maternal mortality, low immunization uptake and Rampant stunting and wasting due to malnutrition. Other challenges include; child trafficking, harmful cultural Practices, parental care and child Participation in decision making.

Humanitarian Aid and Development Programme

Uganda is currently one of the biggest refugee-hosting country in the world, with a total number of refugees at a staggering 1,293,582. Out of 14 Official refugee settlements in Uganda, nearly a half of this total are hosted in only three districts where the biggest settlements exist; namely Adjumani, Moyo, Yumbe. Yumbe (Bidibidi settlement) has 227,600; (18%); Moyo (Palorinya settlement) has 120,194 (16 %); while Adjumani (Adjumani settlement) has 204,541 (10%)[7]. This presents a serious pressure both on the refugees and the hosting communities, the majority in both cases being youth, women and children. UCAA is already active with refugee host communities, has officially entered

[6] The National Household Survey 2016/7

[7] OPM-UNHCR DATA, July 30 2019

into the Yumbe, Adjumani, Obongi, Terego refugee settlements; certified by the OPM, to work with refugees.

The refugees and host communities in West Nile sub-region was embedded in prolonged conflicts and insecurity leading to significant population displacement, socio-economic losses, breakdown in social infrastructure, that severely weakened governance structures and service delivery, community and household assets depletion that is resulting in poverty levels that are much higher than national averages. Indeed, the adolescent youth (girls and boys) and their highly vulnerable households are the hardest hit in these situations. They are said to be struggling due to inherent characteristics: They can hardly pay for basic necessities (such as food) but may not be able to regularly afford other necessities (such as school fees or entrepreneurial trainings), especially if they require relatively scarce lump-sum payments. The major constraints for the vulnerable poor women, adolescent youths and their target households is that that they usually have one or more fairly unpredictable sources of income; they have scanty liquid assets, which may fluctuate up and down throughout the year as they are accumulated and liquidated; They get seasonal fluctuations in income/expenses, especially in relationship to the agricultural calendar; They can be probably classified as food-insecure by any standards.

3.2 The Internal Context - SWOT analysis of UCAA

UCAA has gone through a number of internal and external assessment processes. All the processes showed the tremendous contribution to political, economic and social growth of the Ugandan people especially the rural communities. This is attributed to her strengths, and tact to capture the opportunities, address weaknesses and mitigate threats. This has facilitated the organization to realize a number of achievements. However, just like any other organization, UCAA has weaknesses and threats, as summarized below;

Strengths	**Weaknesses**
○ Strong Human Resource, secretariat, change agents and BOD members ○ Working linkages with other NGOs in similar activities ○ Stable beneficiaries e.g. groups and community leaders ○ Legally registered as a national NGO ○ Good relations with partners in coalitions ○ Own a building in Kampala for its National Offices ○ Strong membership of change agents all over the country with a variety of skills and experience ○ Change Agent Methodology working all over the country and has improved livelihoods and sustainable ○ Works well with local government leadership ○ Works well with national government structures ○ Have their own logistics including vehicles, computers etc. that enable smooth work ○ Established organisational structure (village to national level) ○ Change agents are responsive whenever called upon ○ Unique culture among change agents for self-identification that keeps the membership united for a common goal ○ Documented and available standard policies required for organisational growth ○ The VSLA methodology has promoted the saving culture ○ Trained TOTs national in Various local languages ○ Capacity to train as an organisation ○ Ability to mobilise at all levels ○ Have regional and district field offices in the country ○ Strong grass root structure in districts ○ Stable multiplier effects of change agent methodology ○ Internal generation of funds to support activities ○ Uses participatory methodology ○ Promotes gender equality and HRBA ○ Has consistent programmes	○ Limited follow ups on trained change agents ○ High dependency on Donors ○ Voluntary payment of membership fees ○ Inadequate internal income ○ Dependency thinking among the change agents and communities that we serve ○ Limited documentation of the successes of the change agent interventions ○ M&E function still need more capacity ○ Limited information updates on cross cutting issues e.g HIV/AIDs, Disability etc. ○ Aging members, less recruitment of new members
Opportunities	**Threats**
○ Networking with other CSOs dealing in similar activities ○ Good relationship with opinion leaders, Government authorities at national and district level ○ Funders are ready to fund some programs ○ Nation-wide coverage increases chance for funding ○ Opportunities for training communities ○ Deals with marginalised communities ○ Works with highly technical people and consultants ○ Plans to start a business for sustainability ○ Change agents in influential positions and other agencies ○ Other funding opportunities in new thematic issues ○ Good reputation gained over the years from communities, authorities, CSOs and international levels ○ Increased level of poverty and opportunities for funding	○ Limited funding at the moment ○ Competition with other NGO's dealing in the similar programmes ○ Restricted cooperation with other gov't officials ○ Possible misinterpretation following the name change agent ○ Limited corporation among NGOs/CSOs ○ Gov't policies which tend to limit some of the work of CSOs ○ The political situation is attracting more anxiety from different sections of the society

4 CHAPTER FOUR: THE STRATEGIC FOCUS 2023 – 2027

UCAA is embarking on this new strategic direction as a strong well-coordinated, interrelated and interdependent organization with a highly skilled staff and committed membership. The strategic plan will strengthen the gains in the last two decades and also set a milestone in the next three years in developing critical awareness of rural men and women to ensure that self-reliant participatory development processes at community level is enhanced.

The purpose of the strategic plan is to provide UCAA with a strategic directions and an action framework for the next five years 2023 - 2027 within which UCAA's capacity building and development programmes will be implemented.

UCAA Three-year Strategic Plan 2023 - 2027 is well elaborate and will be operationalized through a rolling annual plan which the organization will use to measure change that demonstrate impact.

4.1 Development vision for 2023 - 2027

Uganda Change Agent Association envisions *poor rural communities in Uganda empowered and self-reliant, living in harmony with dignity*.

UCAA desire is to increase local capacities and provide opportunities through the change agent process for self-reliance, providing an enabling environment that catalyses sustainable development processes at community level. Also providing voice and space to the most marginalized groups exercise their rights in the decision-making process, support people to access and develop the capabilities, services and opportunities needed to live a healthy, productive and otherwise fulfilling life with improved income as well as improving their access to basic services.

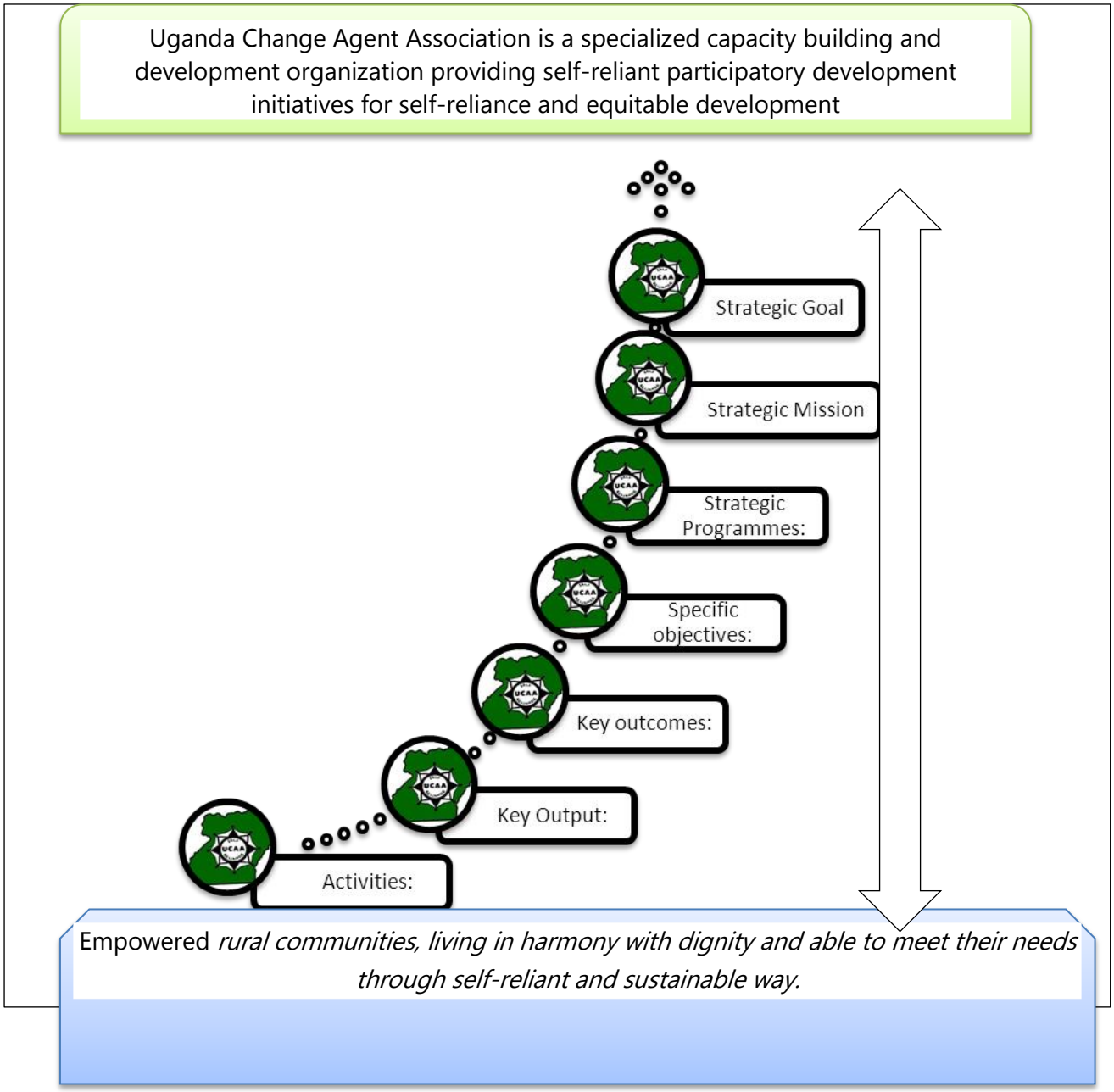
4.2. UCAA expected sources of funding 2023 - 2027

The UCAA requires Ush 4,670,000,000/= per year for its 2023 - 2027 operational and capital expenditures. UCAA income budget estimate is Ush 23,350,000,000/= for the five years. The Association plans to raise the income as follows:

- Internal income generation: UCAA plans to continue with its strategy of internal income generation through membership fees, training fees, participation fees, profits on sales, local donations, hire of equipment and vehicles, advertising income, interest income, rent of shops, contract training consultancies, external training courses and others.

- Grant funding: The Association will approach its current funding partners and potential new funding partners to support its plan for the Year 2023 and the subsequent two years of this five-year strategic plan. The Association expects that at least its current funding partners will continue to provide grant funding to the Association. The current UCAA funding partners to whom UCAA will make funding requests are: UN Women, Finn Church Aid (Finland), Kerk-in-Actie (Netherlands), KinderNothilfe (Germany), EU Aid Volunteer initiatives and the European Union. It is UCAA's hope that these funding partners will re-commit themselves to supporting the Association for the subsequent three years. The Association also plans to continue searching for new potential funding partners to support it with grants. The new partners will include European Union (EU), USAID and other new opportunities that will be explored and actively negotiated or applied for. The strategic goal will be also being achieved through implementation of sustainable, relevant, self-initiated and managed projects.

4.3. *Diagrammatic overview of the strategic model*



4.4. *Strategic programme focus areas*

Programme Thematic Area 1: Promotion of rights to sustainable Livelihoods

Specific objectives: *To contribute towards livelihood enhancement through participation and promotion of viable livelihoods activities for self-reliance and sustainable development of the most vulnerable communities.*

Expected results

1. Enhanced food and nutrition security at household level.
2. Enhanced agriculture as a business.
3. Capacity enhancement of vulnerable youth and women linked to earning incomes.
4. Improved income generation opportunities for vulnerable women, men and youth groups.
5. Established village savings and loans associations (VSLAs) for women and youth groups.
6. Established SACCOs and producer cooperatives at village, sub-county and district levels.

7. Improved access to finance, advisory services and inputs.
8. Establish producer and marketing cooperatives societies at district and national levels
9. Established linkages of value-chains and markets in place for increased income.
10. Sustainable climate-change adaptation and climate-friendly agriculture within households

Programme Thematic Area 2: Child Protection, Education and Life-skills development

Specific objectives: *To contribute to early childhood development and girl-boy child protection through SRPD, child protection and education for economic empowerment and self-reliance.*

Expected results

1. Children protected against child abuse (child-labour, trafficking, street-kids, school drop-outs, etc) by the community
2. Commitment by the community to uphold, promote and protect Children's Rights
3. Education for economic empowerment and self-reliance enhanced at community level
4. Educational institutions and communities protect children against all forms of abuse
5. Positive mind-set change enhanced among youth, parents and local communities
6. Knowledge and skills of risk assessment and self-audit of the status of child safeguarding enhanced among UCAA, her partners and at community level.
7. Partners/stakeholders capacity and working environment of UCAA ensures child-friendliness, promotes and protects girl-child against early marriage

Programme Thematic Area 3: Human Rights, Sexual reproductive Health Rights (SRHR) and ending violence against women and girls (VAWG)

Specific objectives: *To enhance the capacity of vulnerable households to end VAWG, promote SRHR, participate and influence decision making processes which affect their lives through SRPD empowerment processes.*

Expected results

1. The community and vulnerable individuals able to demand for accountability, promote and protect their rights in good governance and political participation
2. Citizens' oversight on public resource management and utilization to enhance transparency and accountability for improved services delivery enhanced**.**
3. Increased adoption of SRHR practices at Households levels as a means to curb high fertility and enhance household wealth creation.
4. End VAWG through enhanced sensitization and empowerment of women and men at the family and community level.

Programme Thematic Area 4: Youth Empowerment, Employment and skilling

Specific objectives: *To contribute to youth empowerment through (self) employment initiatives, skilling and retooling to enhance sustainable economic development and improvement of quality of life of vulnerable households.*

Expected results

1. Enhanced Employment chances for youth
2. Increased, improved and diversified skills and employment strategies for youth
3. More commitment by development partners and stakeholders to support youth development
4. Increased willingness by the youth and community to change from non-productive working culture towards economically viable youth employment

Programme Thematic Area 5: Humanitarian Aid and Development

Specific objectives: *To contribute to livelihoods enhancement, youth employment and women economic empowerment and self-reliance of refugees and host communities.*

Expected results

1. Conflict-affected persons engaged in sustainable peace and security initiatives, environmental protection and psychosocial initiatives
2. Enhanced employment chances for youth in the refugee camps and host communities
3. Increased, improved and diversified skills and employment strategies for refugee youth and host communities
4. Enhanced economic empowerment opportunities for women in the refugee camps and host communities
5. Savings and internal borrowing facilitated among refugee youth and women through VSLAs

Programme Thematic Area 6: Institutional development Programme (Mainstreaming Cross-cutting issues and Financing the Strategic Plan)

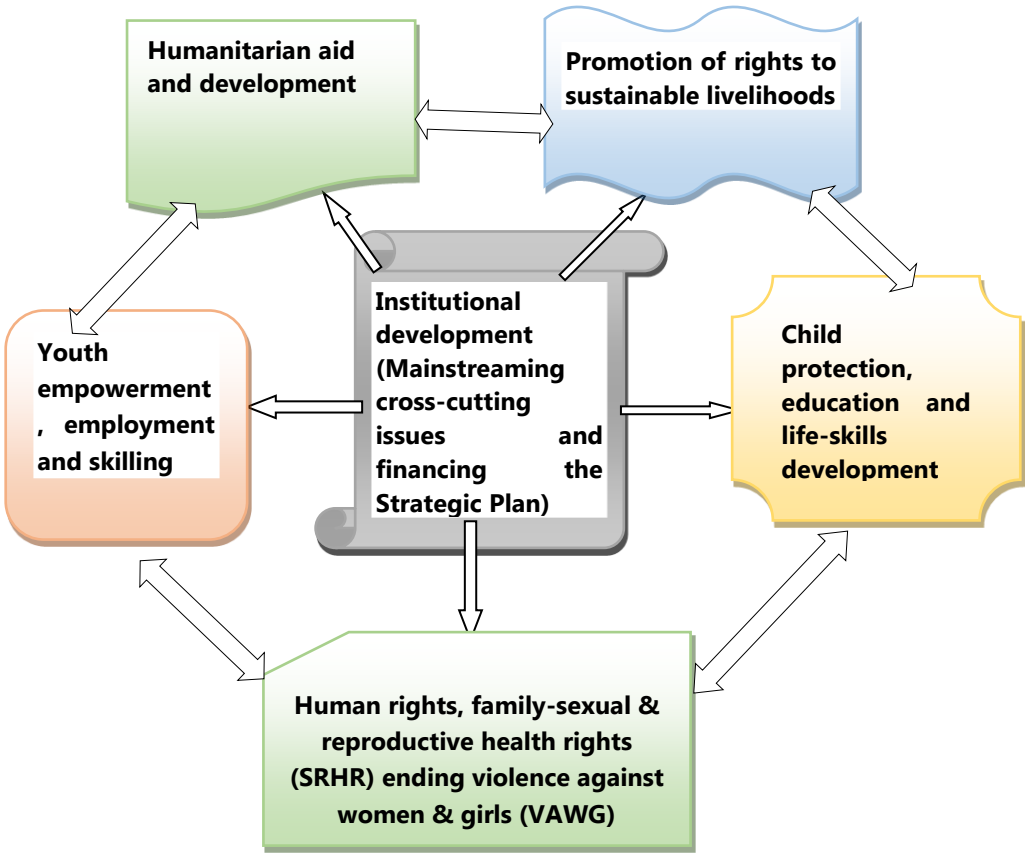
Specific objectives: *To strengthen Institutional capacity of UCAA to provide HRBA to development to deliver on its vision, mission and objectives efficiently and effectively.*

Expected results

1. CAT courses maintained and promoted in all regions and districts of Uganda
2. Family planning principles mainstreamed and promoted
3. Organizational capacity in HRBA, governance, management and leadership strengthened
4. Cross-cutting issues especially; Gender, Environment (Climate-change adaptation), disability and HIV/AIDs mainstreamed
5. Monitoring and evaluation tools and practices updated to reflect new approaches.

4.4.1 UCAA Programatic linkages

UCAA has redefined the four and added a fifth programme focus themes because there has been the need to identify strategic and value adding priorities which complement each other, foster greater synergy, rather than isolated actions in relation to the different context where UCAA is operational in Uganda.



4.5. *Logical Framework*

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
Organizational goal: An empowered and self-reliant society living in harmony with dignity Overall Objectives To promote the participation of vulnerable communities in the decision making, control and protection of their livelihoods for sustainable development.	• Improved quality of life with sustainable source of income and savings. • Citizens' holding their leaders accountable	• Analysis of trends reported in the media and national statistic (UBOS, MoFPED) • Evaluation reports • Baseline survey reports • Government statistics • Population census report	Stable economic situation Prevailing peace continue Political will Donor willingness to provide support.
Specific project Objective(s) 1. To contribute towards livelihood enhancement through participation and promotion of viable livelihoods activities for self-reliance and sustainable development of the most vulnerable communities. 2. To contribute to early childhood development and girl-boy child protection through SRPD, child protection and education for economic empowerment and self and self-reliance. 3. To enhance the capacity of vulnerable households to end VAWG, promote SRHR, participate and influence decision making processes which affect their lives through SRPD empowerment processes. 4. To contribute to youth empowerment through (self) employment initiatives, skilling and retooling to enhance sustainable economic development and improvement of quality of life of vulnerable households. 5. To contribute to livelihoods enhancement, youth employment and women economic empowerment and self-reliance of refugees and host communities. 6. To strengthen Institutional capacity of UCAA to provide Human Rights Based Approach (HRBA) to development to deliver on its vision, mission and objectives efficiently and effectively.	• Number and proportion of communities with sustainable source of livelihoods and self-reliant. • Number of change Agent trained and using knowledge for livelihood enhancement • Level of improvement and proportion of targeted children accessing quality education Increase in number of women and youth accessing business and IGA opportunities • Proportion of households accessing basic services • Proportion of women and youth living in harmony and holding their leaders accountable • Number types and frequency of refugee support-actions taken • Types of community led advocacy undertaken and level of influence on duty bearers to consider priorities of the right holders • Rate of Change Agents and other of men and women elected in decision making positions • UCAA capacity strengthened and operational efficiently and effectively • Number of and diversity of programmes planned and implemented, achieving expected results	• Evaluation report • Activity report • Financial reports • Testimonies from beneficiaries • Media pullout • Programme/project documentaries • Verification meetings • Organizational publication • Copies of policy briefs, issue papers • Advocacy events	• Donor willingness to provide support. • Willingness of the community members to participate in the project implementation • Favorable funding opportunities
Outputs: 1.1. Improved food and income security at household level. 1.2. Improved positioning of (smallholder) farmers within the value chains. 1.3. Promotion of sustainable climate friendly agriculture. 1.4. Improved access to finance, advisory services and incentives and inputs. 1.5. Local small and medium farmers and processors supported for increased productivity 1.6. Agribusiness through Value chains & innovative products; and markets linkages at local, national & regional level developed 1.7. Promote equity for women farmers/associations/processors	1.1.1. Improved positioning of (smallholder) farmers within the value chains. 1.1.2. Promotion of sustainable climate friendly agriculture. 1.1.3. Facilitating increase in food, income and savings at household level. 1.1.4. Improved access to finance services 1.1.5. # of Village Saving & Loan Association and income development	• Evaluation report • Activity report • Financial reports	• Donor willingness to provide support. • Willingness of the community members to participate in the project implementation • Favorable funding opportunities

to increase food security and household income			
2.1. Education for economic empowerment and self-reliance enhanced at community level. 2.2. Educational institutions engaged in economic and self-reliance activities 2.3. Children's Rights promoted and protected: All children are protected from all forms of abuse and exploitation 2.4. Knowledge and skills development for economic empowerment and self-reliance enhanced at community level 2.5. Children are engaged to identify risks to their protection associated with their participation in UCAA programs 2.6. Safe environments are created where children feel protected and come to participate in UCAA programmes without fear	2.1.1. # of Schools mobilized and support in change agent for economic empowerment 2.1.2. # of partners trained 2.1.3. Projects running and supported in economic empowerment and self-reliance 2.1.4. Category of incidences of child abuse handled and how they were resolved 2.1.5. Frequency of risk assessment and self-audit of the status of child safeguarding in UCAA. 2.1.6. Quality of service and working environment of UCAA and partners in terms of child-friendliness	• Testimonies from beneficiaries • Media pullouts • Programme/project documentaries • Verification meetings	
3.1. Citizens' oversight is enhanced to monitor public resource management and utilization to improve transparency and accountability in services delivery. 3.2. Reproductive health messages developed that link fertility and the use of contraception with household wealth creation. 3.3. Increased awareness of contraceptive commodity choices at Households levels as a means to curb high fertility 3.4. SGBV eliminated through enhanced sensitization and empowerment of women and men at the family and community level	3.1.1. # of community members participating in governance and decision making 3.1.2. #, types, frequency and impact of health messages developed and disseminated on family planning 3.1.3. Level of awareness of family planning methods and rate of adoption by the target communities 3.1.4. Category of incidences of SGBV handled and how they were resolved	• Organizational publication • Copies of policy briefs, issue papers	
4.1. Enhanced Employment chances and initiatives for youth in and out of school 4.2. Increased, improved and diversified skills and employment strategies for youth 4.3. More commitment by development partners and stakeholders to support youth development 4.4. Evidence and solution based advocacy informed by empirical evidence used to influence policy and decisions on women and youth at all levels enhanced. 4.5. Increased willingness by the youth and community to change from unviable working culture	4.1.1. # and proportion of youth gainfully employed as a result of UCAA program 4.1.2. Type and quality of employment avenues opened-up for youth to utilize 4.1.3. Types and varieties of employable skills provided to youth and in use for livelihoods 4.1.4. # of youth-led advocacy taken 4.1.5. Level of commitment of partners and key stakeholders to support youth employment 4.1.6. Level of willingness and types of (self) employment initiatives by youth	• Advocacy events • Board meeting records	
5.1. Enhanced employment chances for youth in the refugee camps and host communities 5.2. Increased, improved and diversified skills and employment strategies for refugee youth and host communities 5.3. Enhanced economic empowerment opportunities for women in the refugee camps and host communities 5.4. Savings and internal borrowing facilitated among refugee youth and women through VSLAs	5.1.1. # and proportion of youth gainfully employed as a result of UCAA program 5.1.2. Type and quality of employment avenues opened-up for youth to utilize 5.1.3. Types and varieties of employable skills provided to youth and in use for livelihoods 5.1.4. # of youth-led advocacy taken 5.1.5. Level of commitment of partners and key stakeholders to support youth employment		
6.1. Organizational capacity in HRBA, governance, management			

and leadership strengthened 6.2. Organizational policies, systems and procedures that reflect HRBA in place and operational 6.3. Human resource planning, development and staff retention enhanced 6.4. Monitoring and evaluation tools and practices updated to reflect new approaches	6.1.1. # and proportion of youth gainfully employed as a result of UCAA program 6.1.2. # of board sittings and meeting conducted 6.1.3. # of policies, systems and procedures in place and operational. 6.1.4. # of staffs attracted and retained 6.1.5. Monitoring system in place and used. 6.1.6. No. of activities funded and implemented		
Activities: 1.1. Train communities in Human Rights Advocacy and Change Agent skills 1.2. Train farmers on improved agronomic practices. 1.3. Train and support farmers in value chain production (Value addition) and market linkages 1.4. Train farmers on Income generating activities and savings e.g. VSLA. 1.5. Provision of credit farm inputs to the farmer groups 1.6. Establish and operate demonstration Sites 1.7. Establish and operate farmer information centers 1.8. Conduct learning visits for enterprise farmers. 1.9. Establish regional e-marketing centers 2.1. Sensitize school management committees, PTAs on governance issues 2.2. Train and support parents, teachers and management committees in IGAs 2.3. Facilitate vocational skills training for youths 2.4. Advocacy for improved school enrolment, retention and quality education at primary level 2.5. Build the capacity of parents and other community leaders in change agent self-reliant skills for sustainability 3.1. Conduct community dialogues and forums 3.2. Strengthening capacities of lower local government structures in governance (Local councils I, II and III, Planning structures at Village, Parish and Sub-county levels). 3.3. Strengthening capacities of the community on governance and accountability 3.4. Facilitating civic education. 3.5. Train community leaders in change agent skills (leadership and conscientisation) 3.6. Promote sports for peace 3.7. Train cultural and local leaders 6.2. Conduct board sittings and meetings 6.3. Conduct monitoring and evaluation 6.4. Training of staffs and board members 6.5. Procurement of assets 6.6. Recruitment 6.7. Conduct audit and surveys	**Inputs:** ○ Human resources – qualified and motivated staffs ○ Funds – liquid and non-liquid cash ○ Machines – Vehicle, Motocycle, bicycle, fax, photocopier, phones, printers, computers, etc ○ Non-mobile assets : office space.		• Donor willingness to provide support. • Willingness of the community members to participate in the project implementation • Favorable funding opportunities

4.6. Target Group, Stakeholders and Beneficiaries

In implementation of this strategy using the HRBA, UCAA will be quite alert on both the qualitative and quantitative change in life of the marginalised communities. To this end, the following specific right holders and duty bearers will be targeted:

- Rights holders will be the primary beneficiaries include: women, children, youth, the disabled, and marginalized communities. The marginalised will target the refugee women and youth who are also economically, socially, culturally, and politically vulnerable or socially excluded. Other beneficiary and local partner who represent rights holder's category includes; Trained Change Agents, Members of self-help groups, Peace-activists, CSOs, Grassroots communities, Opinion leaders, Clan/traditional and religious leaders.

- Duty bearers will include both civil and moral duty bearers.
  - Civil Duty bearers are: Central government ministries, District and Lower Local Governments and Politicians
  - Moral Duty bearers are: Donor/INGOs, Development partners, local and national CSO, Development Consultants, traditional/religious leaders etc.

4.7. Programme Implementation Strategy

4.7.1. Approaches & Methodology

UCAA will implement the three-year strategic plan using it's widely developed and applied model of Change Agent self-reliant participatory development methodology (SRPD) as a tool for developing critical awareness of rural men and women social reality to ensure that self-reliant participatory development processes at community level is enriched.

The proposed strategy is based on our deep knowledge and past experience, widely and extensively used to implement its activities in the rural communities through training of Change Agents. Premised on the principles of adult education and experiential participatory learning processes in which empowerment and conscientisation (change agent philosophy) is anchored on, poor rural men and women become conscientised (consciously awakened) to analyse the root causes of their poverty and find solutions to remedy.

UCAA aims to promote the full participation of poor and marginalized people at every stage of the implementation of this strategy. This will entail the use of Participatory Action Learning (PAL) tools and methodologies aimed at promoting interactive learning processes, shared knowledge, and flexibility required to sustain the actions identified in the programme areas.

The key implementation strategy will focus on:

- *Capacity-building and awareness raising*
- *Community Empowerment*
- *Community led advocacy*
- *Human Rights-Based Approach to development(HRBA)*
- *Gender and HIV/AIDS mainstreaming*
- *Building networks/consultation mechanisms*

4.7.2. Human Rights-Based Approach (RBA) to development

UCAA has specialized in capacity building and development through self-reliant participatory development initiatives. Thus through a deliberate RBA, UCAA will strive to promote sustainable development, whereby UCAA will continue to empower youth, men and women in the communities to participate in decisions that enhance their dignity. This is in line with The Constitution of the Republic of Uganda 1995; under its national objectives XIV clearly states Governments commitment to adopting RBA. This strategy will emphasize empowering marginalized and vulnerable groups to assert their interests and rights as rights holders and hold duty bearers accountable.

The following Principles of a HRBA will therefore be consciously promoted by UCAA:

a) Indivisibility of rights; whereby enjoyment of one right cannot be taken as an excuse to deny or abuse another right.
b) Attention to marginalized groups, specifically; men, women, boys and girls. IDP, people in conflict areas, refugees and other minority groups.
c) Participation, through; seeing people as active agents of development. In particular, the extent to which their views feed into what is going on and having responsive policies.
d) Empowerment; Analyzing the extent to which the people know their rights and mechanisms in place to promote and protect their rights. The analysis need to start with literacy itself, strengthening a movement of common voices and strengthening the CSOs mobilization of people into groups so that they can influence processes
e) Accountability and transparency- of state and other actors; Adherence to good governance practices, implementation of various protocols ratified by our governments. Knowledge of these documents and obligations of Government under the same signed documents.

4.7.3. Capacity-building and awareness raising

With grass root communities being so marginalized and disadvantaged, there is a real lack of awareness in the communities about their capacity & capability to transform their state including their rights in governance. UCAA will work to strengthen the capacity of both community and grass root CSOs. This is vital through developing critical awareness of rural men and women social reality to ensure that they are self-reliant to take part in the development processes. Key aspects will include supporting the knowledge and skills development, including capacity building activities tailored to their needs.

4.7.4. Community Empowerment

The poor and marginalized people are empowered through conscientisation and developing critical awareness to increase their engagement with local authorities through greater understanding of local development opportunities as well as the planning and management of local resources and services. UCAA aims at increasing abilities and opportunities of poor and marginalized people to become conscious of their situation, utilize locally available resources to transform their society, increasingly involved in dialogue with local governments and holding the local authorities to account.

4.7.5. Community-led Advocacy

The aim of this approach is to strengthen the ability of local CSOs and the poor and marginalized people to identify and engage with decision-makers on key policy issues. UCAA will enable CSOs and the communities to increase their capacity to be more effective in advocating for pro-poor policies, and improved quality and service delivery. Advocacy work will be implemented at local, national as well as at international level to ensure that the communities' chances of civic engagement are significantly raised, and the government's willingness and ability to consult with citizens on key policies is increased.

4.7.6. Gender and HIV/AIDS mainstreaming

UCAA will mainstream the issues of gender, HIV/AIDS and disability very seriously as they are always the most vulnerable, marginalized and poorest in the community, easily neglected by most development programming. Due attention during the planning of all programmes/projects/activities will be deliberately considered to mainstream all these at all level of the programme. A gender mainstreaming policy will be put in place to guide the process. Staff will be training in gender responsive and programming to enhance their knowledge in integrating gender considerations into implementation of the strategy.

4.7.7. Do no harm and conflict-sensitive approach

Do no harm and conflict-sensitive approach will be mainstreamed in the programming to fundamentally strengthen support systems and institutions to integrate gender into programming and provide improved support to people living with HIV/AIDS and/or disability in ways that reduce stigma.

4.7.8. Environmental friendly approach to development

UCAA will promote and supports healthy and sustainable environmentally friendly and sustainable practices that promote social, human and economic development processes among the rural communities. This will be done through supporting innovative solutions to environmental challenge, improve access to affordable and developing innovative clean and renewable energy.

4.7.9. Building networks/consultation mechanisms

Working in partnership with CSOs, local government, and local community volunteer groups will ensure greater ownership of the programme activities and increased impact. CSO partners will work directly and closely with vulnerable, poor and marginalized people at the grassroots and act as an entry point for civil society actions in the sub-region. It is important to improve the cohesion and unity of the grass root civil society through joint approach to leverage and strengthen their movement and achieve tangible changes. UCAA will facilitate the process of strengthening the capacity of local partners in change agent approach of promoting voluntarism at community level to mitigate the challenge of uneven facilitation provided to the communities which affect their participation and motivation in community development. Also UCAA through its branches and change agent membership will support grass root CSOs to join, facilitate knowledge networking, developing, sharing and leveraging of knowledge and networking opportunities

4.7.10. Participatory Monitoring and Evaluation

As a sustainability strategy and in order to strengthen transparency and accountability and first to the community we serve, local government, and partners; and also to ourselves, UCAA will strengthen the capacity of the community to monitor its programmes to ensure value for money and the desired change. With support from other partners, UCAA will adopt the participatory community monitoring and evaluation where all community members' - poor and marginalized people are sensitized on their rights and entitlements, and are able to voice their concerns to duty-bearers about the services they are receiving.

4.7.11. Monitoring and Evaluation Strategy

A Monitoring and Evaluation (M&E) Strategy will be designed and put in place to track the progress of the implementation of the programmes. UCAA recognizes monitoring and evaluation as an essential component in effective and efficient implementation of its programmes. Both M&E will adopt a logical approach of input, process, output, outcome and impact indicators on-going assessment of timeliness, efficiency and effectiveness of activity implementation and utilization of allocated resources, services delivered and outcomes.

The M&E Strategy will be conducted through:

Quarterly review and planning – organized and attended by senior management and staffs in consultation with the Board to track progress of the implementation of programmes.

Half-Year Review and Planning Meetings – organized and attended by Board, staff and UCAA partners to share information, review past activities and plan activities for the next half-year. Emerging issues during this platform will be reflected into the organization half-year report and also fed into the next half year plan to enhance the effective and efficient programmes/project/activities implementation.

Rationale of the M&E strategy

- *Effective management:* Providing evidence of implementation problems that need to be identified & addressed.
- *Transparency and accountability:* provide checks and balance through participatory community monitoring to enhance ownership and sustainability.
- *Basis for feasible targets:* assesses successes and challenges through knowing targets, what has been possible in the past and possibilities for improvement.
- *Reporting tool:* track progress made towards achieving long-term impact; identify gaps and weaknesses in programme implementation that need improvement, resources utilization/allocation during the strategic planning, implementation timeframe.

Field activities: UCAA staffs will facilitate the implementation of all planned strategic plan at the local level translated into specific activities. Through providing support to community groups, training, orientation, monitoring activities, report writing, dialogue meetings and in advocacy activities on the media and other forums.

Annual Review and Planning Meetings: - it involves sharing of annual report (on the achievements, challenges and future actions to be taken). Organized and facilitated by the

secretariat, and attended by all UCAA Board members, staff, partners and other stakeholders, including change Agent at the grassroots.

Programme Evaluation: Mid-term and End-of- Programme External Evaluation will be conducted as part of the M&E strategy to enable both the Board and staff to assess the progress of the programmes and activities as measured against the indicators and outputs. The evaluation report will also provide a phase-out/exit strategy paper and action plans to enhance sustainability of the project after UCAA exit.

Documentation of experiences and lessons learnt: this will involve the use of audio-visual, significant change stories, case studies, writes-up, artefacts, photographs, publications and media pull-outs. This will feed into UCAA institutional memory, archives and resource centre to enable the sharing of UCAA experiences and best practices among change agent members, partners and stakeholders that will enable them replicate some of the models for posterity and sustainable development.

5. CHAPTER FIVE: ORGANISATIONAL MANAGEMENT

5.1. Organization and programme management and human resource requirement

In order for UCAA's strategic plan to achieve its overall objectives and mission which is translated into five key programmes, the organization will maintain a small number of highly qualified and experienced staff, complemented by volunteer change agents, interns and short-term consultants detailed in the human resource manual.

Based at UCAA secretariats (head office in Kampala), the Executive Director (ED) will be responsible for the management of the organization and the implementation of the strategic plan through provision of the overall leadership and strategic direction, including: public relations, networking and nurturing of donor relations. In addition, the ED will mentor and support staff to achieve programme goals.

Other staffs required at the secretariat will be related to the strategic programmes and the regional branches will be managed by a highly qualified and experienced Team Leaders and a number of staffs as required by the projects undertaken at districts.

Proposed human resource capacities required:

1. Secretariat:	**Required**	**Current**	**Status**
o Executive Director	1	1	
o Programme Director	1	1	
o Finance, & Administration Officer	1	1	
o Monitoring & Evaluation Officer	1	1	
o Senior Programme Officers (5) 1. Livelihoods and Economic Development Programme 2. Family Planning and SGBV Programme 3. Child Protection, education and life skills development 4. Youth Empowerment, Skilling and re-tooling programme 5. Emergency Aid for Refugees support programme	5	2	3
o Human resource Officer	1	0	1
o Fund raising Officer	1	0	1
o Monitoring & Evaluation Officer	1	1	
o Finance & Administrative Officer	1	1	
o Administrative Assistant	1	1	
o Security officers	2	1	1
o Interns	2	0	2
Total number of fulltime staffs	**18**	**10**	**8**
2. Regional branches			
o Project officers.	4	2	2
o Finance and administrative Assistants.	4	2	2
o Project assistants.	4	0	4
o Drivers.	3	2	1
o Security.	0	0	0
o Interns	3	0	3
o Volunteers.	6	6	0
Total number of full time regional staffs (transferable)	**42**	**22**	**20**

5.2. Staff Training Policy

In order to improve on staff capacity to deliver on their responsibilities and tasks, UCAA will provide adequate capacity development opportunities to the already existing staffs and also attract more qualified and experienced staffs. Staff training policy will address the capacity gaps (to be implemented as part of the Human Resource Policy and Manual). The policy recognizes that staff is to undergo both intensive and extensive training in the relevant skills and knowledge aimed at building their effectiveness and efficiency to deliver on programme activities.

UCAA understands that these skills are very vital in pursuing its overall strategic objectives, these, among others, include:

- Policy Analysis and Advocacy
- Participatory Monitoring and Evaluation
- Budget Analysis & track
- Gender responsive programming Mainstreaming
- Participatory Methodologies and Techniques
- Climate-Change Adaptation
- Financial Management Techniques
- Fundraising Techniques
- Do No Harm and conflict sensitive programming
- Humanitarian Disaster Response and Crisis and Management

5.3. Financial Sustainability

UCAA will strengthen and expand the internal sources of resource mobilization to finance the operation of the secretariat and other regional programmes. This has seen the organization over the years reduce its dependence on external sources for the bulk of its funding.

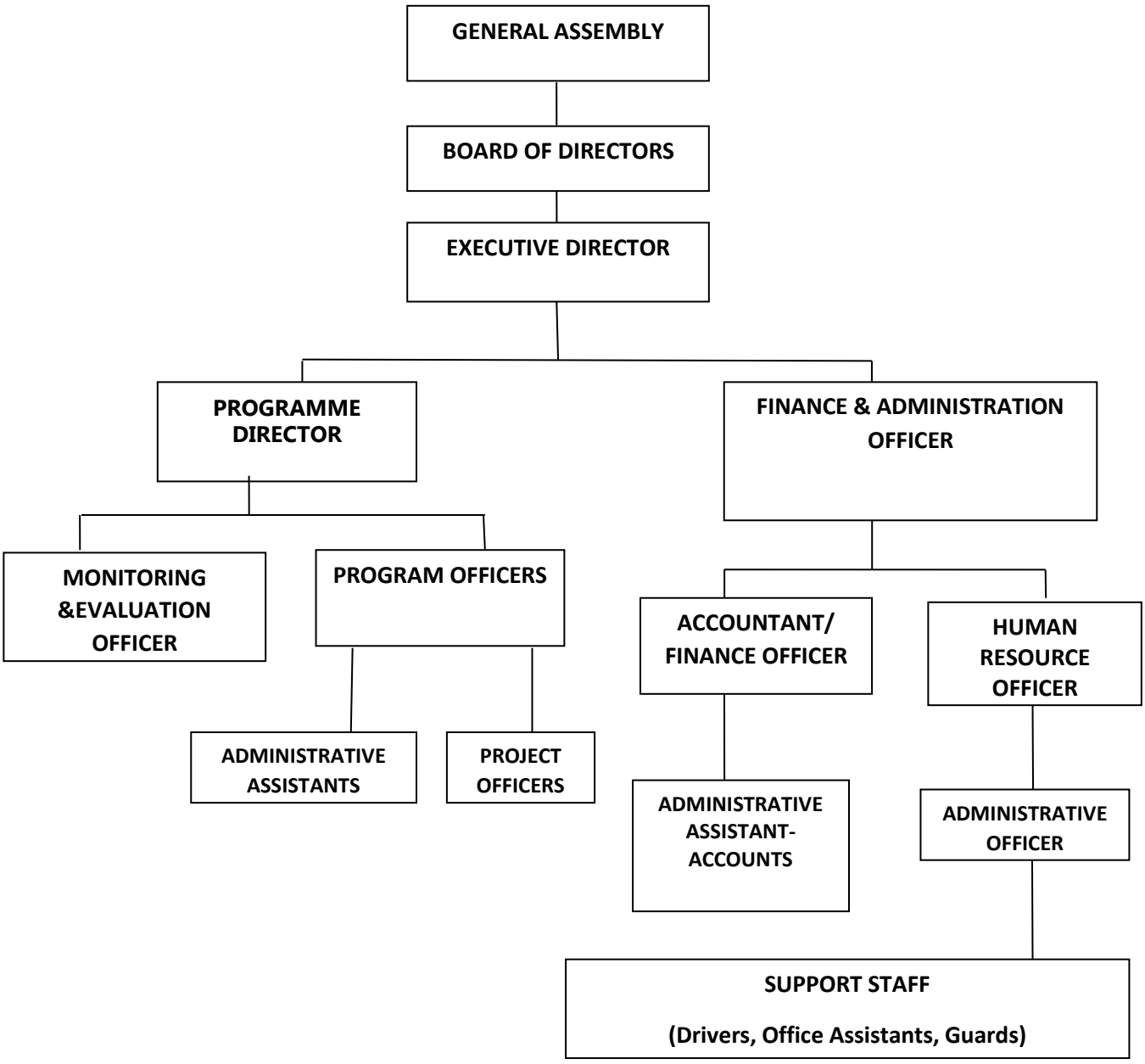
UCAA has developed a strategy to increase its own generated resources through membership fees, income generating activities, assets. However, the current economic crisis for the last three years has seen membership fees declining with very few members committed to meeting their obligation of remitting their membership fees to sustain the work of the organization. UCAA has projected that the current financial hardships will continue to make it difficult for members to meet their obligation.

UCAA will therefore review its financial sustainability measures in place and explore ways for strengthening internal revenues and fundraising through the establishment of a fund raising strategy.

5.4. Governance structure

UCAA's desire is to have an efficient and effectively governed and managed organisation with a healthy interface between the policy making body and the implementing secretariat. This strategy will be implemented within UCAA organizational structure comprising of General Assembly; Board of Directors; District Coordinating Committees; District Assemblies, Branches and the secretariat.

The governance tree



5.5. Risk and assumption analysis

Strategic area	Risk foreseen	Risk Level		Impact	Strategy for mitigation	Responsible
		Significance	Probability			
1. Livelihoods and community economic development programme	Flexibility in programs. Increasing poverty in Uganda Lack of adequate equipment/Inputs	Low	Low	Limited interest of communities in programme implementation	Develop programmes that meet the needs of the local communities	Programme & senior management team/
2. Child Protection, Education and Life-skills Development Programme	Lack of adequate funding Rigid cultural practices that perpetuate child abuse and limit girl child development Shift of Donor policies and priority changes	Medium High	Medium High	Limited interest of communities in programme implementation Limited capacity to implement plans at grassroots level Voluntarism hindered.	Develop working relationships with child-focused development partners and training institutes that matches current development challenges. Develop strong linkages with highly experience and technical consultancies for technical support and development	Programme & senior management team/
3. Human Rights and SRHR and ending VAWG Programme	High level of corruption Failure of exploit media strategy Shrinking political space for citizen and civil society	High	High	Affect funding level and credibility from donors Limited participation of rights holders in governance	Flexibility in programme implementation Complementarity with existing government programs and CSOs interventions	Programme & senior management team/
4. Youth Empowerment, Employment and skilling programme	Limited Employment chances for youth Lack of commitment and support Unwillingness to change working culture	Medium	Medium	Low levels of parenting skills and commitment Poor skills and training of youth not employable	Work in partnership with relevant government line ministries responsible for youth and employment generation	Programme & senior management team/
5. Humanitarian Aid and development for Refugees support programme	Shrinking political space for citizen and civil society	High	High	Limited participation of vulnerable persons in rights and livelihoods		
6. UCAA Institutional Development Gender-sensitive Capacity Strengthening	Capacity to attract and retain staffs Failure to reach and realize fundraising targets Financial sustainability	Medium	High	Limited staff turn over	Attractive and good working condition Staff capacity development	Senior management team/Board

5.6. UCAA strategic and operational logic to inform Human Rights Based Monitoring

Strategy	Specific objectives	Expected outcomes	Activities	Required skills/personnel (specification)	Budget (UGX: '000) Y1	Assumptions
Livelihoods and Community economic development programme	To contribute towards livelihood enhancement through participation and promotion of viable livelihoods activities for self-reliance and sustainable development of the most vulnerable communities.	○ Improved food and income security at household level. ○ Improved positioning of (smallholder) farmers within the value chains. ○ Promotion of sustainable climate friendly agriculture. ○ Improved access to finance, advisory services and incentives and inputs. ○ Local small and medium farmers and processors supported for increased productivity ○ Agribusiness through Value chains & innovative products; and markets linkages at local, national & regional level developed ○ Promote equity for women farmers/processors to increase food security and household income	○ Train farmers in change agent skills ○ Train farmers on improved agronomic practices. ○ Train and support farmers in value chin production (Value addition) and market linkages ○ Promotion of sustainable climate friendly agriculture. ○ Facilitating increase in food, income and savings at household level. ○ Train farmers to improve access to finance services ○ Establish Village Saving & Loan Association and income development	Livelihood and economic development officer – Knowledge in value chain, food security, agronomy,	1,000,000	New donors willing to fund UCAA strategy Staff willing to stay Conducive political environment for CSOs involvement Willingness of members to participate
Child Protection, Education and Life-skills Development Programme	To contribute to child protection, childhood education and life-skills enhancement through a practical change agent training, economic	○ Education for economic empowerment and self-reliance enhanced at community level ○ Educational institutions engaged in economic and self-reliance	○ Train and support parents, teachers and management committees in IGAs ○ Advocacy for improved school enrolment, retention and quality	Adult education, analytical skills, capacity building, vocational skills, innovative solution, social science,	830,000	

	empowerment and self-reliance.	activities ○ Children's Rights promoted and protected: All children are protection from all forms of abuse and exploitation ○ Knowledge and skills development for economic empowerment and self-reliance enhanced at community level ○ Children are engagement to identify risks to their protection associated with their participation in UCAA programs ○ Safe environments are created where children feel protected and come to participate in UCAA programmes without fear or cohesion	education at primary level ○ Build the capacity of parents and other community leaders in change agent self-reliant skills for sustainability ○ Train teachers and parents to protect child abuse ○ Carryout risk assessment and self-audit of the status of child safeguarding in UCAA. ○ Improve working environment of UCAA and partners in terms of child-friendliness	development studies		
Human Rights, SRHR and ending VAWG Programme	To enhance the capacity of vulnerable households to eliminate SGBV, promote family planning, participate and influence decision making processes which affect their lives through change agent empowerment processes.	○ Enhancing citizens' oversight of public resource management and utilization to improve transparency and accountability in services delivery. ○ Reproductive health messages developed that link fertility and the use of contraception with household wealth creation. ○ Increased awareness of	○ Holding community dialogues and forums on SGBV and Family planning ○ Facilitate community members to participate in Public Health, governance and decision making ○ Disseminate health messages to promote family planning ○ Carry out awareness of family planning methods and encourage increase in rate of adoption by the target communities	Development studies, social science, peace & conflict, human rights, laws, etc	640,000	Prevailing peace continue Political will

		contraceptive commodity choices at Households levels as a means to curb high fertility ○ SGBV eliminated through enhanced sensitization and empowerment of women/youth at family & community level	○ Train and support victims and communities to eradicate incidences of SGBV facilitate survivors to resolve cases with rights based solutions			
Youth Empowerment, Employment and Skilling programme	To contribute to youth empowerment through (self) employment initiatives, skilling and retooling to enhance sustainable economic development and improvement of quality of life of vulnerable households.	○ Enhanced Employment chances and initiatives for youth in and out of school ○ Increased, improved and diversified skills and employment strategies for youth ○ More commitment by development partners and stakeholders to support youth development ○ Evidence and solution based advocacy informed by empirical evidence used to influence policy and decisions on women and youth at all levels enhanced. ○ Increased willingness by the youth & community to change from unviable working culture	○ Traing youth in practical employment skills ○ Identify and link youth to gainful employment avenues opened-up for youth to utilize ○ Support youth to organise youth-led advocacy for jobs ○ Mobilise commitment of partners and key stakeholders to support youth employment ○ Train, retool and skill youth for various types of (self) employment and initiatives by youth	Policy analyst, development studies, social science, peace & conflict, human rights, laws, etc	950,000	Media will report lobby and advocacy activities. Government will enact the laws and pass the policies

Humanitarian Aid and development for Refugees support programme	To contribute to livelihoods enhancement, youth employment and women economic empowerment and self-reliance of refugees and host communities	○ Enhanced employment chances for youth in the refugee camps and host communities ○ Increased and diversified skills and employment strategies for refugee youth and host communities ○ Enhanced economic opportunities for women in the refugee camps and host communities ○ Savings and internal borrowing facilitated among refugee youth and women through VSLAs	○ Train refugee women and youth and support them to be gainfully employed as a result of UCAA program ○ Explore employment avenues and open them-up for youth to utilize ○ Train youth and women in viable types and varieties of employable skills provided to youth to improve livelihoods ○ Promote refugee youth-led advocacy for more commitment of partners and key stakeholders to support youth	○	600,000	
Institutional development programme (Mainstreaming cross-cutting issues and financing the strategic plan	To strengthen Institutional capacity of UCAA to provide Human Rights Based Approach (HRBA) to development to deliver on its vision, mission and objectives efficiently and effectively.	○ Organizational capacity in HRBA, governance, management and leadership strengthened ○ Organizational policies, systems and procedures that reflect HRBA in place and operational ○ Human resource planning, development and staff retention enhanced ○ Monitoring and evaluation tools and practices updated to reflect new approaches	○ Conduct board sittings and meeting ○ Development, review and implement policies, systems and procedures. ○ Conduct monitoring and evaluation ○ Training of staffs and board members ○ Procurement of assets ○ Recruitment ○ Conduct audit and surveys	○ **Human resources** – qualified and motivated staffs ○ **Machines** - Vehicle - Motorcycle - Bicycles - Photocopier/ printers/scanner - Telephones - Internet - Computers, projector etc ○ **Fixed** assets: rent for office space	350,000	Political will CSOs willingness to network Staff willing to stay
Programme Management Costs and Administration costs					300,000	
Total Annual costs					**4,670,000**	