

ABBREVIATIONS

AEP	Adult Education Program
AIDS	Acquired Immune Deficiency Syndrome
AJWS	American Jewish World Services
AMREF	African Medical Research Foundation
CBOs	Community Based Organizations
CCO	Certificate of Customary Ownership
CFTC	Canadian Feed The Children
COO	Certificate of Occupancy
CSO	Civil Society Organization
CWS	Church World Service
DAC	District Affiliate Committee
FES	Friedrich Ebert Stiftung
FLCCR	Food security, Livelihoods and Climate Change Resilience
GA	General Assembly
GBV	Gender Based Violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GROOTS	Grassroots Organizations Operating Together in Sisterhood
HBC/ HBCA	Home-Based Care/ Home Based Care Alliance
HC	Huairou Commission
HH	Household
HIV	Human Immunodeficiency Virus
IDF	International Development Fund

ILC	International Land Coalition
ISF	International Solidarity Foundation
M&E	Monitoring and Evaluation
NEC	National Executive Committee
NGO	Non-Governmental Organization
OVC	Orphans and Other Vulnerable Children
SGBV	Sexual and Gender Based Violence
SRH	Sexual and Reproductive Health
SRHR	Sexual and Reproductive Health Rights
SWOT	Strengths, Weaknesses, Opportunities and Threats
TF	Tides Foundation
UBOS	Uganda National Bureau of Statistics
UGFMAT	Uganda Global Fund to fight Malaria, Aids and Tuberculosis
UCOBAC	Uganda Community Based Association for Women and Children's Welfare
UNDEF	United Nations Development Fund
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Emergency Fund
UNMHCP	Uganda National Minimum Health Care Package
USAID	United States Agency for International Development
VSLA	Village Saving and Loans Association
WLPR	Women's Land and Property Rights

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ACKNOWLEDGEMENT

The history of Uganda Community Based Association for Women and Children Welfare (UCOBAC) cannot be told without acknowledging the support of our many partners, funders and Government. Since the early days with UNICEF, we have been supported by several national and international agencies, including International Solidarity Foundation (ISF) of Finland, Huairou Commission, USAID/World Learning Inc., Church World Service, United Nations Democracy Fund (UNDEF), A Single Drop of US, Canadian Feed the Children (CFTC), UN-HABITAT, American Jewish World Services, Firelight Foundation, Stephen Lewis Foundation, International Development Fund (IDF), Global Fund to Fight AIDS and USAID/UPHOLD, AWO International, Friedrich Ebert Stiftung (FES)- Uganda, International Land Coalition(ILC), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) etc. Over the past 20+ years, many Non-Government Organizations have formed in Uganda but many have failed to survive the challenges and difficulties that affect many organizations.

Today, we take great pride in the fact that UCOBAC is one of Uganda's longest-standing NGO's formed in 1990. UCOBAC has continued to grow from strength to strength over years. We believe our resilience years is a testament to the importance of our work, the relevance of our programs, impact of our interventions and the commitment of all those who serve, partner and support us and our mission.

EXECUTIVE SUMMARY

This Strategic Plan has been developed to guide operations of UCOBAC within the period of 2020 to 2024 (5 years). It is drawn against the background of worsening socio-economic situation facing women and children in rural and urban settings in Uganda mainly stemming from prevalent deeply rooted discriminatory social norms that discriminate against women and children specifically girl children. The status quo is also attributed to lack of and glaring gap between law/policy and practice stemming from lack of implementation of existing positive laws and policies that promote and protect rights of women and children.

The Strategic Plan reflects UCOBAC's commitment to overcome the several challenges women and children face through four strategic priority program areas including (i) Orphans and other Vulnerable Children (OVCs) (ii) Sexual and Reproductive Health Rights and Gender Based Violence (SRHR/ GBV) (iii) Women's Land and Property Rights (WLPR) (iv) Food security, Livelihoods and Climate Change Resilience(FLCCR). These programs are supported by Institutional Development departments including; (i) Capacity Building (ii) Advocacy, Networking and Communication, (iii) Monitoring and Evaluation (iv) Finance and Administration.

Like most NGOs in Uganda, UCOBAC relies heavily on donor agencies for support to overcome these challenges through its strategic programs. We are forever grateful to the existing partners that support UCOBAC to realize its mission and objectives. However, the need for funding to support UCOBAC's programs continues. Effects of poverty, human rights violations, conflict and violence, infectious diseases, climate change and natural and man-made disasters – continue to negatively impact families and communities increasing the need for support.

According to the National Household survey, there was a rise in the country's poverty levels from 19.7 percent in financial year 2012/13 to 21.4 percent in 2016/17 (UBOS 2016/17). According to a joint publication by USAID Feed the Future, CGIAR, and CIAT from October 2017ⁱ, about 24.5% of the national population lives below the poverty line (up from 20% in 2012), and "the rural areas account for 85% of the population and

94.4% of the poor”. In fact, between 2005 and 2009, for every three Ugandans who were lifted out of poverty, two fell back because of the limited availability of safety net programs. Child poverty remains high and widespread across the country. According to the situation analysis of children in Uganda, over 50% of children under five live in poverty, and 1 in 5 lives in extreme poverty. In fact, of Uganda’s 31 percent population under the poverty threshold, 62 percent are children (UNICEF, 2019). Child poverty based on international standards, and the UN convention on the rights of the Child (UNCRC), is defined as the proportion of children suffering from deprivation, in two or more of the following dimensions.- Nutrition, health, sanitation, shelter, education, and information. Poverty affects people of all ages, but children are a single most affected group. According to Uganda’s 2014 National Census, 8 percent of all children below the age of 18 are orphans (UBOS, 2016)

Young people (children and youth) compose the larger proportion (over 70 percent) of Uganda’s population with majority being under the age of 25; Of Uganda’s 36 million people, about a third are young people (10-24 years). Adolescents (10-19) comprise 24.3% of the Uganda population and this is the age that is most affected by HIV/AIDS. Statistics from the United Nations (UNFPA, 2020) indicate that high risk sexually active women account for 16 percent while men account for 36 percent. These carry the highest challenges concerning Sexual Reproductive Health (SRH) as they lack access to quality Sexual and reproductive health information and services. They further suffer with behavioral challenges including but not limited to unwanted pregnancies, sexually-transmitted infections, sexual abuse among others mainly stemming from the deeply rooted discriminatory social norms against women and girls.

Further still, Uganda’s economy is heavily dependent on rain-fed agriculture. Somewhere between 69% and 84% of the population obtain most, or all, of their livelihoods from agriculture, and most of it is subsistence agriculture. According to a joint publication by USAID Feed the Future, CGIAR, and CIAT from October 2017, Uganda, agriculture supports the livelihoods of 73% of the households and provides employment for about 33.8% of the economically active population, and over 80% of the poorest of the population”. However the agricultural sector is faced with several challenges and among the major ones is land tenure insecurity and climate change challenges leading to low production levels. This is a threat to families’ livelihoods and food security.

UCOBAC therefore calls upon partners and well-wishers to support it to realize the targets set forth in this strategic plan 2020 -2024. We hope the creation of this plan, together with a newly-updated website, the production of bi-annual e-newsletter/mouthpiece and UCOBAC annual reports and social media communications and updates will serve to educate and inspire UCOBAC well-wishers and funding partners to continue supporting this strategic plan.

This Plan will be operationalized by drawing detailed plans and budgets on annual basis and fundraising continuously and putting in place mechanisms to ensure regular monitoring and periodic evaluation of programs and activities. We will continue to work closely with line ministries, local governments and other civil society organizations (CSOs) doing similar work to operationalize this strategic plan.

We begin this five-year journey with a plan that is ambitious and realistic. It is offered as both a guide for action as well as an invitation for others to join us. May the success of UCOBAC usher in a new era in which UCOBAC is supported to impact lives positively and celebrated locally, nationally and internationally.

BACKGROUND

The Uganda Community Based Association for Women and Children's Welfare (UCOBAC) is a non-partisan, non-government organization dedicated to promoting the rights and welfare of women and children in Uganda. The organization was founded in 1990 to serve about one million orphans and vulnerable children (OVCs) in Uganda. At that time, the environment for these children was especially insecure as the country was shaken with the effects of civil war, HIV/AIDS and other health related factors. A threatening environment was compounded by the breakdown of community and family support systems that once provided a safety net for the needy children. Many children became heads of families after the demise of their parents and other adult relatives due to the above factors increasing their vulnerability.

As a child-oriented NGO, UCOBAC strove to provide psycho-social and economic support to orphans and vulnerable children. Early efforts were recognized at the international level as UNICEF provided financing for much of UCOBAC's initial projects and institutional capacity building in the care and support for OVCs. Since that time, UCOBAC has designed and implemented a number of interventions to overcome numerous challenges faced by OVCs in communities in Uganda.

An early and powerful lesson came when UCOBAC understood the magnitude of the challenge before it. Quite simply, it became obvious that UCOBAC could not, provide comprehensive and sustainable care and support to children without working with women who are traditionally the primary caretakers of children. UCOBAC therefore redesigned its organizational goal, mission, and programs to target children and women as primary child care takers in communities. Such effort became part of UCOBAC's overall mission and motto – ***Empowering and transforming communities.***

UCOBAC's success has been immeasurable in light of the challenges it has faced and continues to face. Despite an ongoing need for financial support, UCOBAC has continued to promote the rights and welfare of vulnerable women and children through several projects that promote rights and welfare of children, promotion of women's land and property rights, initiatives to promote sexual and reproductive health and rights and eliminate Gender Based Violence, economic empowerment and livelihoods programs for women, youth and children through apprenticeship trainings, income generation initiatives, revolving credit fund and village savings and loan schemes, food security and climate change resilience building and disaster risk reduction interventions.

THE UCOBAC IDENTITY

STRATEGIC VISION, MISSION, VALUES, OBJECTIVES AND GOAL

VISION

We envision empowered and transformed communities free of poverty and able to exercise their human rights and fundamental freedoms.

MISSION

To promote the rights and welfare of women and children using community based initiatives.

VALUES

Our core values are those on which UCOBAC was founded. We value honesty, transparency and accountability in our actions and work. We value excellence and integrity in our work and have a spirit of volunteerism and teamwork. We value respect for people we serve, their effective participation and the empowerment of individuals and communities.

GOAL

Improved welfare of vulnerable women and children.

OBJECTIVES

- To identify and define vulnerable women and children, their needs and priority programs.
- To advocate for positive welfare policies and programs to meet priority needs of vulnerable women and children.
- To plan, design and implement programs to promote rights and welfare of women and children.
- To enable individuals, families and the local communities to acquire and sustain the capacity to plan, obtain and manage resources which promote rights and improve welfare of women and children over time.

THEORY OF CHANGE

Our work is guided by a theory of social emergence. We strive to empower those at local levels, utilizing the relationships and social networks currently in existence to spread information and offer services. UCOBAC recognizes that it operates in a patriarchal society with deeply embedded discriminatory social norms against women and children. It further recognizes that there is a great disparity between the existing progressive laws and the reality on the ground as implementation of these laws is lacking due to government's inadequate capacity to meet all needs of vulnerable women and children and the existing customary laws and associated discriminatory social norms that many times override statutory law in practice. These challenges continue to

tie women and children in a vicious cycle of poverty, powerlessness and vulnerability. UCOBAC therefore, empowers communities to overcome these challenges through building capacities of children, women, local leaders, households and communities to sustainably mobilize existing resources to meet their needs. They are also empowered to undertake strategic advocacy to influence national and local government laws, policies and programs to be responsive to their priority needs. By starting at community level, UCOBAC stimulates bottom up action and change in a way that spread from local to national levels. The theory of social emergence guides UCOBAC in addressing immediate needs, in instituting sustainable practices, and in stimulating a groundswell of social forces that we believe will lead to change throughout Uganda.

SWOT ANALYSIS

A critical analysis of UCOBAC reveals strengths that make it a sound and resilient organization. Similarly, we are aware of weaknesses that require attention as we go forward and strive to expand. The following SWOT analysis highlights the results of our self-assessment.

STRENGTHS

- Strong Linkages and partnerships with government and other civil society organisations locally, nationally, regionally and internationally.
- UCOBAC owns facilities on which the head office and two regional offices are housed.
- Legal entity - the organization is registered at both the national and district levels.
- Strong reputation and recognition of UCOBAC by community, district and national leadership.
- Strong team of community volunteers.
- Strong institutional governance structure anchored and led by community own resource persons.
- Highly committed and motivated staff.
- Strong and institutionalized organizational policy frameworks, operational systems/strategies and processes.

OPPORTUNITIES

- Good political operation environment – supportive and progressive government laws and policies.
- Supportive government institutions at both National and District levels.
- Commitment of grassroots volunteers.

THREATS

- Widespread poverty in the country.
- Widespread ignorance on human rights and discriminatory social norms against women and girls.
- Shifting donor priorities.
- Low resource base/limited funding.
- Shrinking of civil society operating space.

WEAKNESSES

- Donor dependency.
- Low resource base.
- Volunteer burn out.

STRATEGIC PLANNING PROCESS

PROCESS OF DEVELOPING THE STRATEGIC PLAN

The process of developing this strategic plan was a collaborative effort. We began with a review of the documentation on UCOBAC's history including its past performance. Community-based meetings and group discussions were held to identify desired and realistic outcomes. Participants included partner CBOs, Board members, District Affiliate Committees, UCOBAC community volunteers, local government leaders, and opinion leaders in the districts where UCOBAC works. Contributions in research and writing were made by the Board members, Executive Director, staff, and an outside volunteer with expertise in organizational development.

EXTERNAL ENVIRONMENT

After years of dictatorial rule, Uganda has had a stable democratic Government with the 1995 Constitution recognising equal rights for all. Nevertheless, years of civil war and disease leading up to this time left enormous needs among Ugandans. Such needs are greater than the national Government is capable of meeting. Many Ugandans lack basic necessities, including; clean, safe water, food, medicine and education etc. There are deeply embedded societal norms in rural and urban communities that deter women from exercising their human rights and fundamental freedoms and communities lack physical, social and economic infrastructure to enforce equality for men and women, boys and girls. Climate change and its associated disasters have adversely affected food security and live hood systems for many households.

UCOBAC however relies on the fact that the political environment in Uganda is stable and has put in place policies, laws and programs to promote and protect the rights and freedoms of its citizens and improve their welfare through increased access to services. However, the national Government does not have the capacity to provide all the support needed and thus welcomes the support of NGOs like UCOBAC to complement its efforts. UCOBAC therefore has developed this strategic plan to undertake programs to compliment national Government efforts in promoting the welfare and human rights of Ugandans. There are a number of partners and well-wishers within and beyond Uganda's borders that can support UCOBAC to undertake its programs set forth in this five year strategic plan in order to compliment government's efforts promoting rights and improving welfare of vulnerable women and children in Uganda.

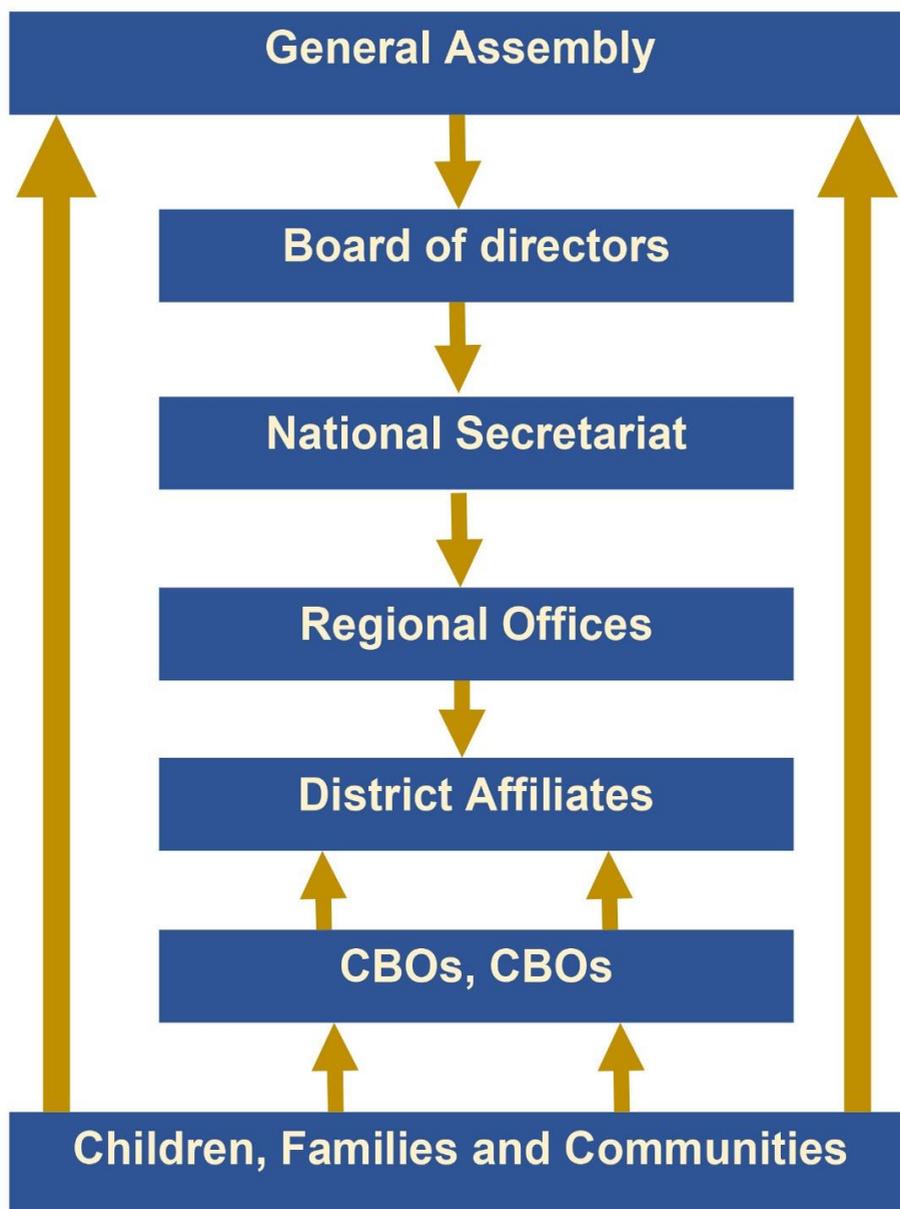
INTERNAL ENVIRONMENT

UCOBAC has a General Assembly (GA). The General Assembly is composed of representatives from the District Affiliates/District Management Committees from the UCOBAC districts of operation. The District Affiliates/District management committees are represented by five delegates in the GA three (3) of whom

must be women. The Assembly is the supreme decision making body of UCOBAC. The Assembly elects from among its members the Board of Directors whose role is to oversee the execution and implementation of the decisions of the Assembly. The Organisation management team is led by the Executive Director who is responsible for overseeing the implementation of the UCOBAC policies and programmes.

These are enabling structures without which UCOBAC cannot be effective.

Governance Structure



GENERAL ASSEMBLY

This is the supreme body of the organization comprising of representatives from District Affiliate Committees, CBO and NGOs affiliated to UCOBAC. Its membership presently is 100. The National Assembly elects the National Executive Committee (NEC).

BOARD OF DIRECTORS

There are nine members representing the four regions of the country. The National Assembly elects them. Their role is to give direction to the organization. The NEC employs/appoints senior staff.

NATIONAL SECRETARIAT

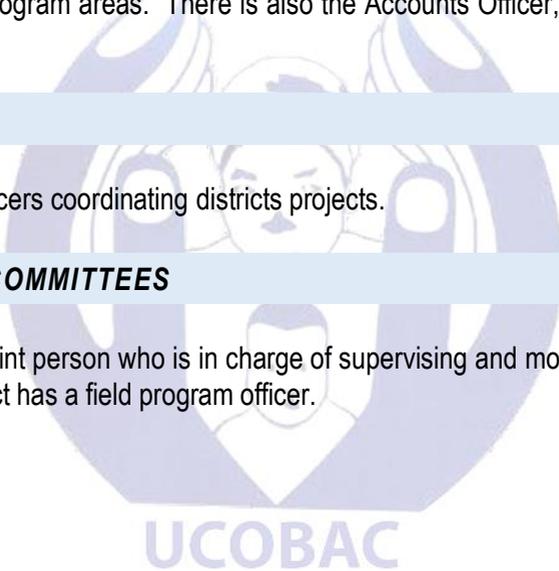
The Secretariat is headed by the Executive Director. There are Program Officers and Assistant Program Officers in charge of four program areas. There is also the Accounts Officer, Office Assistant, a university intern(s) and driver.

REGIONAL OFFICERS

There are two Regional Officers coordinating districts projects.

DISTRICT AFFILIATE COMMITTEES

Every district has a focal point person who is in charge of supervising and monitoring UCOBAC community based projects. Each district has a field program officer.



UCOBAC

ORGANISATION STRUCTURE

UCOBAC’s strategic focus over the next five years covers two Departments including the **Programs Department** and **Institutional strengthening Department**

The Programs Department will focus on the following programs; (i) Orphans and other Vulnerable Children, (ii) Sexual and Reproductive Health Rights and Gender Based Violence, (iii) Women’s Land and Property rights, (iv) Food Security, Livelihoods and Climate Change Resilience.

The Institutional strengthening department will focus on the following; (i) Capacity Building,(ii) Monitoring and Evaluation (iii) Advocacy, Networking and Communication (iv) Finance and Administration.



Each strategic focus area is highlighted with accompanying activities as listed below.

STRATEGIC PROGRAM FOCUS AREA 1: ORPHANS AND OTHER VULNERABLE CHILDREN (OVC)

Program objective: The program aims at promoting full development and realization of rights of OVCs.

Program Interventions; The above objective will be achieved through the implementation of the following interventions;

1. Interventions to ensure that the legal, policy, and institutional framework for child protection are developed and strengthened at all levels

- Advocate for **child rights and protection** through undertaking advocacy at community and national level to ensure that concerns of OVCs are prioritized in policy review and formulation processes through stakeholder engagements, media engagements, print advocacy etc.
- Promote **closure of gap between policy and practice** by advocating for implementation of child welfare policies at community level through child care and protection financing and programming, building community knowledge/ awareness on children's rights and responsibilities, strengthening child-friendly legal protection systems, procedures and mechanisms.

2. Interventions to ensure that orphans, vulnerable children and their families access basic essential services package;

- Promotion of **Social economic security** through micro-finance initiatives that benefit households caring for OVCs for example Village Saving and Loans Associations (VSLA) and small business enterprises; apprenticeship, vocational and lifelong skills training.
- Promotion of **food security** through; Providing adequate nutritious food to households caring for OVCs in emergency situations; Improving productivity and storage of food in households caring for OVCs; Strengthening nutrition education targeting such households; Establishing community-based early warning food security systems and mechanisms; Support school feeding programmes in government aided schools through construction of energy saving stoves, provision of fortified/nutritious meals, and promotion of school gardens.
- Promotion of **Education** through; Promoting access to education and retention of OVC in school through child sponsorship programs, Improvement of learning environment/infrastructure in government aided schools including construction of classrooms, pit latrines, provision of furniture schools, Provision of basic learning, teaching and scholastic materials, peer to peer education, capacity building of teaching and school management committees; and finally Improving the functional adult literacy and numeracy of care-givers.

- Promotion of **health** through improving OVC's accessibility to the Uganda National Minimum Health Care Package (UNMHCP), basic and physical health education for OVC caretakers and parents and children in and out of school; and access to sexual and reproductive health services.

3. Intervention to Strengthen care and support for OVCs

- Empowerment of child caretakers, families and communities to provide quality care and support to OVCs through provision of basic physical, cognitive and psychosocial needs on a sustainable basis through strengthening capacity of communities and child caretakers in proper parenting and provision of care and support to OVCs including physical and emotional/psycho-social support to children.

4. To ensure that the capacity of duty-bearers for OVCs to provide essential services is enhanced.

- Capacity building of community duty bearers on child rights, care and protection

STRATEGIC PROGRAM FOCUS AREA 2: SEXUAL AND REPRODUCTIVE HEALTH AND GENDER BASED VIOLENCE (SRH&GBV)

Program objective: The program aims at promoting and protecting women and young people's sexual and reproductive health rights through increasing their access to sexual and reproductive health information and services.

Program Interventions; The above objective will be achieved through the implementation of the following interventions;

1. Promotion of sexual and reproductive health rights for women and young people/youth.

- Increase women and young people's access to quality & comprehensive SRHR information through SRHR sensitization programs in community dialogues, media, production and dissemination of SRHR IEC materials, community edu-theaters, and community awareness raising outreaches/rallies/campaigns.
- Increase women and young people's access to quality & comprehensive SRHR services through supporting community SRH services outreaches and strengthening community health referral systems.
- Prevention and elimination of harmful practices that violate SRHRs of women and young people with emphasis on child marriage, marital rape and Female Genital Mutilation.
- Building a body of knowledge and evidence on SRHR through research and documentation.
- Undertake evidence based advocacy to influence SRHR policy formulation, review and implementation for equitable SRHR policies and services.
- Capacity building through trainings and development of practical SRHR guides for policy makers/decision makers, duty bearers, norm setters, key influencers like religious and traditional leaders, local leadership, health and social workers on women and young people's SRHRs.

- Monitoring of implementation of SRHR legislative framework and policies at different levels including use of community scorecards for SRHR.
- Support Behaviour Change Communication for increased use of SRH services through community awareness and sensitisation interventions.
- Design/implement safe space empowerment models for in and out of school adolescents to access SRHR information, services and skills.
- Transformation of social norms and negative attitudes of families/parents, communities and leadership/formal and informal power holders on SRHR for women and young people.
- Economic empowerment of women and young people to access incomes that enable increased access to comprehensive SRH services.
- Promotion of maternal health care and safe motherhood (Antenatal care, Safe Delivery, Post-natal care, Breast feeding etc).
- Promotion of comprehensive and quality family planning services access to and use of contraceptives among women and young people.
- Interventions to ending teenage pregnancies and promote menstrual hygiene.
- HIV and AIDS prevention, treatment, care and support interventions including; sensitization/awareness raising, Home Based Care and support, socio- economic and psycho social support for people and families affected by HIV/AIDS, Promotion of access to HIV/AIDS treatment, HIV/AIDS community outreaches and reproductive rights for women living with HIV.
- Promote innovation and tech based innovations to enhance access to SRH services and information for women and young people.
- Promote inclusion and involvement/ participation of young people and women in decision making and implementation of SRHR programs at all levels.
- Promotion of safe abortion and post abortion care through policy and practice advocacy and service delivery.
- Promotion of sexuality education policy review, formulation and implementation.
- Awareness raising, care and support on SRHR issues related Menopause, andropause, and infertility for men and women.

2. Elimination of Gender Based Violence;

- Building a body of knowledge and evidence on GBV through research and documentation.
- Undertake evidence based advocacy with key stakeholders to influence SGBV policy formulation, review and implementation to eliminate GBV and support those affected by GBV.
- Monitoring and assessment of implementation of GBV legislative framework and policies/programs at different levels.
- Capacity building for existing power institutions and key influencers including policy makers/decision makers, duty bearers, religious leaders, norm setters, and traditional leaders, local leadership, educators, health and social workers on GBV to support the fight against GBV.

- Support Behaviour Change through implementation of Behavioural Change Communication interventions including community engagements through media, awareness outreaches, print materials, community dialogues etc.
- Undertaking community awareness raising on GBV.
- Promote social norms transformation at individual, family and community level through GBV social norm transformation programming to stimulate change or shifts in norms and practices that promote violence against women and girls.
- Strengthen access to GBV care and support to affected parties through provision of temporary shelter services, psychosocial support and care for affected parties.
- Strengthen community referral systems including community justice and health service institutions to support and protect women and girls affected by GBV.
- Promote community participation in GBV prevention efforts through mobilization and empowerment of community agents of change to sustainably fight GBV in their communities.
- Increase access to GBV support services by designing effective GBV programs and bring GBV clinical services to the lower-level health facilities.
- Developing support programs for professionals experiencing second hand trauma in order to keep survivors' information confidential.
- Adopt models on engaging with men and boys around GBV prevention.
- Provide training to health workers and counsellors on handling of GBV cases to create a safe space for survivors and adolescence who would like to access and use SRH services.
- Economic empowerment of women and young people to empower them against abuse and violation.

STRATEGIC PROGRAM FOCUS AREA 3: WOMEN'S LAND AND PROPERTY RIGHTS (WLPR)

Program objective: To promote equitable security of tenure through promotion and protection of the land and property rights of women and girls.

Program Interventions; The above objective will be achieved through the implementation of the following interventions;

1. Strengthening community support structures to sustainably promote women's land and property rights

- Mobilization of community volunteers/community own resource persons/change agents to offer services to their communities as community paralegals/ community watchdogs/ community facilitators/ Land Rights Registration teams, Community Land Mediation teams etc.
- Training of community volunteers/community own resource persons/ change agents to equip them with necessary knowledge and skills to enable them take lead in various interventions in their communities to promote security of tenure and land rights for all.

- Development and dissemination of reference materials/ guides/curricula/workbooks for community volunteers/ community own resource persons/change agents to refer to while undertaking their works in the community.
- Provision of work aides to community volunteers/community own resource persons to ease and facilitate their works in the community.

2. Creating awareness on women's land and property rights

- Sensitize communities on existing land policies, laws and frameworks to promote land rights for all and women's land rights in particular through community dialogue sessions, production and dissemination of print materials, community engagements through mainstream and social media networks, community outreach rallies etc.

3. Increasing women's access to land justice

- Provision of Alternative Dispute Resolution including mediation to affected parties to resolve land disputes.
- Referral of affected parties to existing land justice institutions at different levels to seek justice when land rights are violated.

4. Capacity building of land actors

- Training of land actors at local level on Gender, Women's Land rights, Pro poor, gender responsive and Fit for purpose land administration and existing land policies, laws and frameworks in the promotion and protection of land and property rights for all to strengthen their capacity in providing gender responsive land services.

5. Undertake advocacy to influence gender responsive land legislation and implementation

- Mapping of key stakeholders and development of advocacy plans to influence land and property policy formulation and implementation to be gender responsive.
- Undertaking research and evidence building on gender, women and land/property to enable evidence based engagements and advocacy to influence policy formulation and implementation to be gender responsive.
- Undertake multi-stakeholder engagements through policy dialogues, media engagements, print advocacy (Policy statements, policy recommendations, position papers etc) to engage policy makers to advocate for gender responsive land legislation, advocate for bridging the gap between law and policy through implementation of gender responsive land laws and policies and hold leaders accountable.
- Build coalitions/alliances/movements of like-minded civil society organizations and other stakeholders to jointly advocate for women's land and property rights through gender responsive land and property legislation and implementation and for joint monitoring and assessment of land governance processes.

- Mobilize and strengthen capacity of grassroots communities to participate in land rights advocacy and land governance processes in their communities.

6. Land rights registration

- Promotion of use of pro poor, gender responsive and Fit-For-Purpose land rights registration tool and approaches to secure tenure for all.
- Land rights documentation and registration of land rights on private mailo and customary land tenure through issuance of Certificates of Occupancy (COOs) and Certificates of Customary Ownership (CCOs) respectively.
- Undertake advocacy on regional and global land frameworks such as Kilimanjaro Initiative, African Union Framework and Guidelines on Land Policy, Sustainable Development Goal Land Indicators among others.

7. Women's Land Rights Social Norm Transformation Programming

- Development of WLPR Social Norm Transformation curriculum to guide interventions on WLPR social norm transformation at individual, family, and community level.
- Training of community WLR social norm transformation facilitators (men and women) to engage communities on WLR social norm transformation.
- Engage men in communities on WLR social norm transformation through application of WLR social norm transformation curriculum sessions (for men) to male household heads in the community.
- Engage women in communities on WLR Social norm transformation through application of WLR Social Norm transformation curriculum sessions (for women) to male household heads in the community.
- Engage local leaders in communities on WLR social norm transformation through application of WLR Social Norm transformation curriculum sessions (for community leaders) to male household heads in the community.
- Undertake evaluations and document cases of WLR social norm transformation in communities.

8. Economic justice for women.

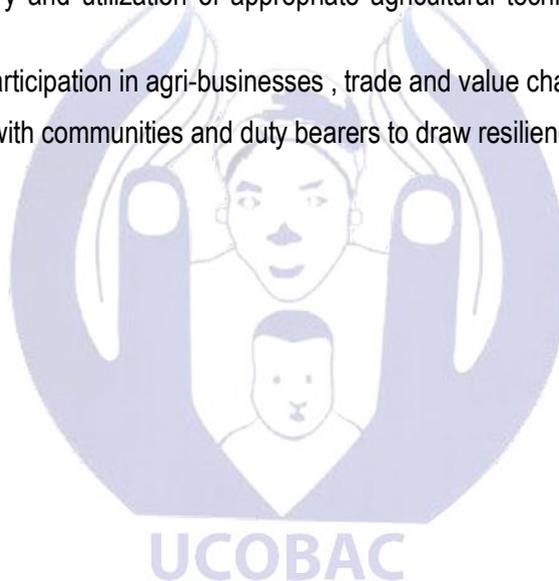
- Strengthen women's land rights in order to promote women's financial inclusion through their increased access to financial resources, information and services for example credit/loans from financial institutions (saving co-operatives, micro finance institutions, banks etc). This would enable women to effectively participate in the land market through purchase and acquisition of land, Use their land as collateral to received financial resources (credit/loan) and access financial resourced to increase their investments on the land.
- Build/strengthen women's capacity to effectively, sustainably and productively use land to enhance their livelihoods
- Strengthen linkages with existing financial institutions for women's land based financing products and financial literacy and services.

STRATEGIC PROGRAM FOCUS AREA 4: FOOD SECURITY, LIVELIHOODS AND CLIMATE CHANGE RESILIENCE (FLCCR)

Program Objective: Build community resilience to effects of climate change on food security and livelihoods.

Program Interventions; The above objective will be achieved through the implementation of the following interventions;

- Advocate for implementation of laws and policies that enhance family and community agricultural production and productivity.
- Building local capacity through community-based participatory actions aimed at promoting food security.
- Promote Climate Smart Agriculture practices to mitigate and adapt to climate change.
- Promote agro-forestry and utilization of appropriate agricultural technology to limit vulnerability to climate shocks.
- Enhanced women participation in agri-businesses , trade and value chain practices
- Collaborate/partner with communities and duty bearers to draw resilience action plans.



STRATEGIC FOCUS AREA 1: INSTITUTIONAL CAPACITY BUILDING

Strategic Objective: To build a strong and sustainable institution to effectively and efficiently operate and deliver organization's services.

Strategic interventions: The above objective will be achieved through the implementation of the following interventions;

- Development and review of organizational policies and operational documents (strategic plan, financial and accounting manual, child protection policy, transport policy, Human resource policy, equal opportunities policy, safeguarding policy, communications policy, etc.)
- Institutional fundraising/resource mobilization.
- Build and maintain organization membership.
- Update and coordinate UCOBAC governance and management structures and their functions i.e. – Annual General Meetings, Board/National Executive Committee meetings and functions, staff meetings and appraisals etc.
- Development and implementation of the organizational security plan.
- Procurement and maintenance of organization's assets.
- Human Resource Development and capacity building.

STRATEGIC FOCUS AREA 2: MONITORING AND EVALUATION (M&E)

Strategic objective: To ensure the realization of set organization's vision, mission and program objectives.

Strategic interventions: The above objective will be achieved through the implementation of the following interventions;

- Develop and implement an organization M&E plan and system to track progress in the realization of set overall organizational mission and specific program objectives.
- Develop and update organization M&E framework (organizational Theory of change, Logic model, logical framework, M&E tools and data/Information management systems).
- Develop and update program specific M&E frameworks (Program theory of change, Logic model, logical framework, M&E tools and M&E data/information management systems).
- Establish organizational and program specific M&E tools and data/Information management systems.
- Prepare and disseminate organization Monitoring and Evaluation reports.

STRATEGIC FOCUS AREA 3: ADVOCACY, NETWORKING AND COMMUNICATION

Strategic Objective: To create an enabling environment for effective interaction, engagement, information generation, processing and dissemination/sharing.

Strategic objective interventions: The above objective will be achieved through the implementation of the following interventions;

- Development, and implementing the organization advocacy and communications policy and plan/strategies.
- Develop, manage and sustain an effective internal and external communication and information sharing system and infrastructure.
- Creation of strategic linkages and networks with line ministries and departments, like-minded organizations, partners at local, national, regional and international levels.
- Development and dissemination of organizational info packs on a regular basis to share with partners and stakeholders about UCOBAC operations (Annual reports, organizational profiles, program/project briefs, issue briefs, newsletters, newspaper articles, fact sheets, brochures, etc)
- Management and maintenance of the organization's visibility, branding and public image.
- Planning and coordination of organization's stakeholder engagements and advocacy events/campaigns/workshops/media engagements.
- Maintenance and stocking of the Organization's resource center.
- Development and implementation of respective organization program/project advocacy plans.
- Updating and sustaining the Organization's mailing list.

STRATEGIC FOCUS AREA 4: FINANCE AND ADMINISTRATION

Strategic Objective: To ensure proper utilization and management of UCOBAC's resources and provide an enabling environment for the organization to operate administratively.

Strategic interventions: The above objective will be achieved through the implementation of the following interventions;

- Develop annual organizational budgets.
- Manage organizational financial resources adhering to the practices and procedures set down in the financial and accounting manual.
- Account for funds according to good, professional and accepted financial management principles and practices.

- Coordinate organizational account auditing and reporting by certified audited firms.
- Support Programs staff to develop program/project specific budgets.
- Prepare and submit progressive financial reports to Administration department and Board.
- Carry out Organization's administrative and office running.

SPECIFIC AREAS OF INTERVENTION - 2020 (YEAR 1):

Activities:

1. Develop Organization 5 year Strategic plan (2020 -2024).
2. Review, update and endorse Organizational 's policies and operational documents/manuals (Constitution, Human Resource policy, Financial Management and Procurement manual, Advocacy and Communications policy, Safeguarding policy, Transport policy, Equal Opportunities policy, staff appraisal forms)
3. Update UCOBAC website.
4. Recruit new staff as needed at head office and field offices.
5. Develop and pretest an organizational M&E policy and framework.
6. Develop consolidated Organization annual work plans (2020 – 2024).
7. Develop a consolidated organization annual master budget (2020 – 2024).
8. Update Organizational profile and program specific profiles.
9. Consolidate services in existing communities and districts.
10. Increase UCOBAC income/financial base through development of a resource mobilization strategy to fundraise for new projects in the four program areas.
11. Develop a membership policy and launch a membership recruitment drive.
12. Produce and disseminate two e- newsletters (The Mouthpiece).
13. Produce Annual report – 2020.
14. Undertake Annual financial audit – 2020.
15. Review, update and implement the organization Security Plan for human resource, asset and information safety.
16. Elect or appoint and orient new Board of Directors.
17. Organize a staff and Board reflection retreat – 2020.

SPECIFIC AREAS OF INTERVENTION - 2021 (YEAR 2)

Activities

1. Review of organization strategic plan (2020-2024).
2. Staff appraisal, review staff Terms of work and recruitment of new staff as required.
3. Review and implement the organizational M&E policy and framework.
4. Review and update the annual consolidated work plan and budget - 2021.
5. Consolidate services in existing communities and districts.
6. Increase UCOBAC income/financial base through development of mobilization strategy to fundraise for new projects in the four program areas.
7. Promote membership recruitment and retention.

8. Hold two Board meetings (Bi- Annual)
9. Produce and disseminate two e- newsletters (The Mouthpiece).
10. Produce Annual report – 2021.
11. Undertake Annual financial audit – 2021.
12. Implement the organization Security Plan for human resource, information and asset safety.
13. Organize a staff and Board reflection retreat – 2021.

SPECIFIC AREAS OF INTERVENTION - 2022 (YEAR 3)

Activities

1. Review of organization strategic plan (2020-2024).
2. Staff appraisal, review of staff Terms of work and recruitment of new staff as required.
3. Review and update the annual consolidated work plan and budget - 2022.
4. Review and implement the organizational M&E policy and framework.
5. Consolidate services in existing communities and districts.
6. Increase UCOBAC income/financial base through development of resource mobilization strategy to fundraise for new projects in the four program areas.
7. Implement UCOBAC membership policy and recruit new members.
8. Hold two Board meetings (Bi- Annual).
9. Produce and disseminate two e- newsletters (The Mouthpiece).
10. Produce Annual report – 2022.
11. Undertake Annual financial audit – 2022.
12. Review and implement the organization Security Plan for human resource, information and asset safety.
13. Organize a staff and Board reflection retreat – 2022.

SPECIFIC AREAS OF INTERVENTION 2023 (YEAR 4)

Activities

1. Review of organization strategic plan (2020-2024).
2. Staff appraisals, review of staff Terms of work and recruitment of new staff as required.
3. Review and update the annual consolidated work plan and budget – 2023.
4. Review and implement organizational M&E framework.
5. Consolidate services in existing communities and districts.
6. Increase UCOBAC income/financial base through development of a resource mobilization strategy to fundraise for new projects in the four program areas.
7. Increase UCOBAC membership portfolio by recruiting new members while retaining the current ones.
8. Hold two Board meetings (Bi- Annual).
9. Produce and disseminate two e- newsletters (The Mouthpiece).
10. Produce Annual report – 2023.
11. Undertake Annual financial audit – 2023.
12. Review and implement the organization security plan for human resource, information and asset safety.
13. Organize a staff and Board reflection retreat – 2023.

Activities

1. Develop 5 year strategic plan (2025- 2029).
2. Staff appraisal and review staff terms of work and recruitment as required.
3. Review and update the annual consolidated work plan and budget – 2024.
4. Review and Implementation of organizational M&E framework.
5. Consolidate services in existing communities and districts.
6. Increase UCOBAC income/financial base through development of a resource mobilization strategy to fundraise for new projects in the four program areas.
7. Increase UCOBAC membership portfolio by recruiting new members while retaining the current ones.
8. Hold two Board meetings (Bi- Annual).
9. Produce and disseminate two e- newsletters (The Mouthpiece).
10. Produce Annual report – 2024.
11. Undertake Annual financial audit – 2024.
12. Review and implement the organization security Plan for human resource, information and asset safety.
13. Organize a staff and Board reflection retreat – 2024.

IMPLEMENTATION PLAN FOR THE STRATEGIC PLAN

The Strategic Plan will be reviewed annually to cater for emerging issues arising out of periodic monitoring in order to guide implementation of this Strategic Plan. UCOBAC will develop an implementation plan, a monitoring and evaluation framework. Roles will be shared among volunteers, staff, Board members, partners and other key stakeholders.

- The UCOBAC Board will partly raise the funds and other resources, necessary to implement the Strategic Plan, jointly periodically monitor, review and plan with staff and other key stakeholders.
- Donors will provide the necessary funds, technical support and other non-financial resources necessary to implement the Strategic Plan. In addition, donors will periodically jointly monitor the progress of the Strategic Plan implementation across the board to ensure effective and efficient management of resources they dispense to UCOBAC and compliance with agreements signed.
- Top Organization management headed by Executive Director and supported by the Director – (Programs) and Director – (Institutional strengthening) will spearhead and oversee the organization planning, budgeting, implementation and monitoring and reporting to the Board, donors and other partners. .
- Staff will implement the Strategic Plan activities on a daily basis and report progress to management on a monthly, quarterly, semi-annually and annual basis to management/organization Directors.
- Other partners e.g. the District Affiliate Committees (DAC) and Local Government leaders and stakeholders will play an oversight role during the Strategic Plan implementation by providing technical support and advice to the implementing staff.

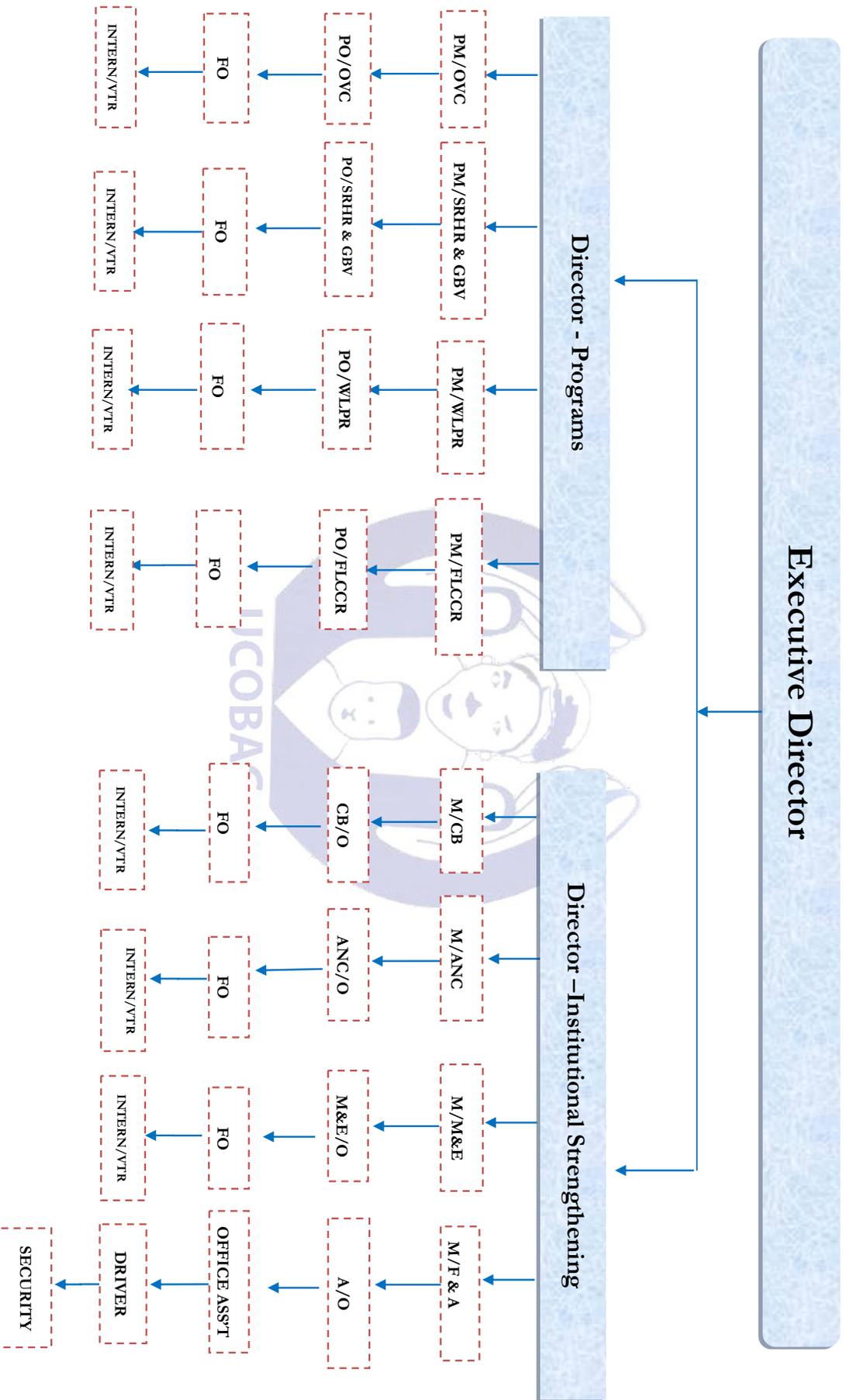
- Volunteers will work on a voluntary basis with facilitation whenever possible and offer support to the implementing staff at community level during project activity implementation. They will be facilitated with work aides including; bicycles, stationery, bags, T-shirts etc.

IMPLEMENTATION COMMITTEES

The following committees will help steer the Institution towards a strategic direction.

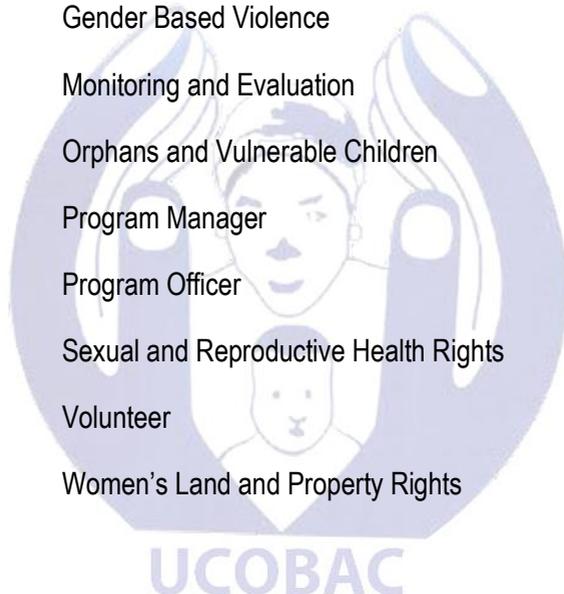
- **Management Committee;**- The Board of Directors and Organization Directors (Executive Director, Director – Programs and Director – Institutional strengthening) will oversee the operations of the organization and ensure compliance with organization’s operational policies and procedures, undertake strategic organizational program planning and implementation oversight, effective social marketing and publicity of the organization, oversee human resource welfare, overall monitoring, evaluation and reporting on the operations of the organization to key partners/stakeholders and coordinate and support the operations of other organization committees.
- **Fundraising committee;** Comprising the Chairperson - Board, Organization directors (Executive Director, Director- Programs and Director – Institutional strengthening), Advocacy and communications manager, Institutional Capacity Building and Finance and Administration) will make up the committee. Their role is to sustain and build the organization’s finance base through undertaking fundraising and resource mobilization for the organization.
- **Finance and Budget Committee;**- Comprising on Board Treasurer, Director (Institutional strengthening) and Finance and Administration manager will ensure that organizational annual master budgets, program specific and project specific budgets are developed and endorsed. They also ensure proper accounting and financial management in adherence with the financial management guidelines/manual, books of accounts are well kept, financial reports are well prepared and submitted in time and a finally annual financial audits done by a credible auditing firm.
- **Procurement Committee;** - Comprising of organization Directors, Finance and administration manager and respective program manager/senior program officer) will carry out advertisement, specifications, tendering, and evaluations and awarding of contracts.
- **Security Committee;**- Consisting of Board member, Executive Director and Institutional capacity building manager, Finance and Administration manager will ensure implementation of the organizations’ security plan to ensure safety of organization’s human resource, information and assets.
- **Membership Committee;**- Consisting of a Board member, Executive Director and institutional capacity building manager will ensure recruitment of members and their active participation in UCOBAC activities.

UCOBAC STAFFING STRUCTURE



Staffing structure key

A/O	-	Accounts Officer
ANC	-	Advocacy, Networking and Communication
ASS'T	-	Assistant
CB	-	Capacity Building
F&A	-	Finance and Administration
FO	-	Field Officer
FLCCR	-	Food Security, Livelihoods and Climate Change Resilience
GBV	-	Gender Based Violence
M & E	-	Monitoring and Evaluation
OVC	-	Orphans and Vulnerable Children
PM	-	Program Manager
PO	-	Program Officer
SRHR	-	Sexual and Reproductive Health Rights
VTR	-	Volunteer
WLPR	-	Women's Land and Property Rights



a) Executive Director (ED)

- Degree in Social Work or related discipline
- More than five (5) years of relevant work experience with a reputable NGO in a management position.
- Demonstrated excellent management skills.
- Advanced computer literacy.

b) Deputy Directors (Director - Programs and Director – Institutional strengthening departments)

- Degree in Social Work or related discipline
- More than five (5) years of relevant work experience with a reputable NGO in a management position.
- Demonstrated excellent management skills.
- Advanced computer literacy.

c) Program Managers/Senior Program Officer (SPO)

- Degree in Social Work or related discipline.
- At least five (5) years of relevant work experience with a reputable organization.
- Demonstrated excellent community mobilization and communication skills with experience and knowledge of participatory methodologies.
- Advanced computer literacy.

d) Project Officers (PO)

- Diploma in Social Work or related discipline or a degree in Social Work and less than three (3) years of relevant experience.
- At least three (3) years in relevant work experience.
- Demonstrated excellent community mobilization and communication skills with experience and knowledge of participatory methodologies.
- Advanced computer literacy
- Degree or Diploma in Social Work or related discipline and willing to serve as a volunteer.

e) Field Officers (FO)

- Diploma in development or social work or related discipline or a degree in social work at least three (2) years in relevant work experience.
- Demonstrated excellent community mobilization and communication skills with experience and knowledge of participatory methodologies.
- Basic computer literacy.

f) Interns/ Volunteers

- Degree or Diploma in Social Work or related discipline and willing to serve as a volunteer.
- University/College student.

FINANCING OF THE STRATEGIC PLAN

The strategy

The resource mobilization strategy outlines the strategies for mobilizing financial and other resources necessary for the successful implementation of this Strategic Plan. Funds and other resources will be mobilized both locally and internationally. Local missions, embassies and other project funds available locally will be mobilized. UCOBAC will strengthen relationship with the existing funding partners as well as initiate funding relationship with new international and national funding partners.

Resource mobilization

This Strategic Plan cannot be successfully implemented unless UCOBAC steps up its resource base. The Fundraising Committee headed by a Board member will spearhead the fundraising activities. The committee will come up with a fundraising strategy and plan which will be shared with potential funding partners and well-wishers.

The following will be the potential sources of funding for UCOBAC;

- Soliciting for funds from funding partners and friends of goodwill at national and international level through expressions of Interest and proposal writing.
- Membership fees from UCOBAC membership subscribers.
- Statutory percentage of total training fees levied on UCOBAC external trainers.
- Sale of items like branded items for example; T-shirts, bags, caps, etc.
- Funding partners at national and international partners.
- Donations from UCOBAC well-wishers and friends.
- Fundraising events.
- Appeals to local business people/private sector/ Corporate Social Responsibility.

Management and utilization of funds

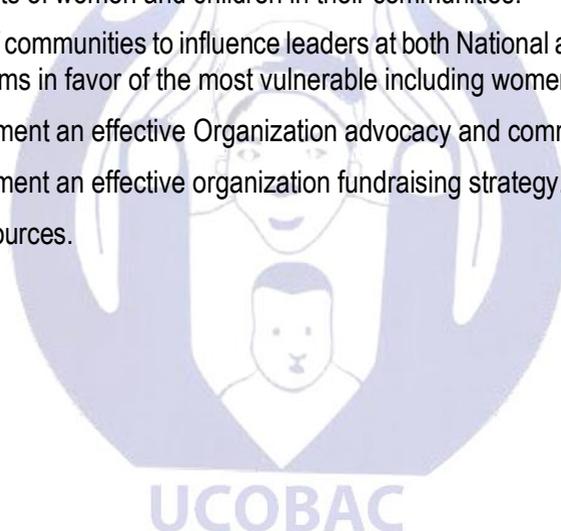
The Finance and Budget Committee comprising of Board Treasurer, Director (Institutional strengthening) and Finance and Administration manager will ensure effective management in adherence to financial and accounting management policies and guidelines. They will ensure that project specific, program specific and organizational master budgets are developed and endorsed. When funds are availed, the committee will ensure efficient and effective utilization of resources as well as ensure timely and quality accountability and financial reporting, proper books of accounts keeping, and that annual financial are audits done by a credible auditing firm.

The accounts officers will ensure high quality and timely accountability and financial reporting in adherence with the financial and accounting procedures and funding partner requirements.

Sustainability

Sustainability of UCOBAC will be ensured through the following:

- Build capacities of local communities to plan, obtain and manage and sustain local resources to empower and transform their communities. (Community participation or leadership of community own resource persons).
- Working closely with local government leaders ensuring their participation in implementation, supervision, monitoring and evaluation of UCOBAC programs/projects. Local government leaders could take over projects when UCOBAC withdraws.
- Empowering grassroots communities (UCOBAC volunteers) with information, knowledge and skills to advocate for rights of women and children in their communities.
- Building capacity of communities to influence leaders at both National and district levels to implement policies and programs in favor of the most vulnerable including women and children.
- Develop and implement an effective Organization advocacy and communications strategy.
- Develop and implement an effective organization fundraising strategy.
- Diversify funding sources.



STRATEGIC PLAN BUDGET 2020 - 2024

(This is an indicative Five-year Budget in USD)

Strategic Focus Areas	2020	2021	2022	2023	2024	
PROGRAM DEPARTMENT						
Strategic Focus 1: Orphans and other Vulnerable Children/Youth	300,000	400,000	550,000	600,000	700,000	
Strategic Focus 2: Women's Land and Property Rights	500,000	600,000	650,000	700,000	800,000	
Strategic Focus 3: Sexual and Reproductive Health Rights/ Gender Based Violence	400,000	550,000	600,000	600,000	800,000	
Strategic Focus 4: Food security, Livelihoods and Climate Change Resilience	300,000	450,000	550,000	600,000	700,000	
TOTAL PROGRAM DEPARTMENT	1,500,000	2,000,000	2,350,000	2,500,000	3,000,000	
TOTA TOTAL PROGRAM DEPARTMENT						11,350,000
INSTITUTIONAL STRENGTHENING						
Strategic Focus 1: Institutional Capacity Building	100,000	150,000	200,000	250,000	300,000	
Strategic focus 2: Advocacy, Networking and Communication	100,000	150,000	200,000	250,000	300,000	
Strategic focus 3: Monitoring and Evaluation	200,000	250,000	300,000	350,000	400,000	
Strategic focus 4: Finance and Administration	300,000	350,000	400,000	450,000	500,000	
TOTAL INSTITUTIONAL STRENGTHENING DEPARTMENT	700,000	900,000	1,100,000	1,300,000	1,500,000	
TOTAL INSTITUTIONAL STRENGTHENING DEPARTMENT						5,500,000
TOTAL FIVE YEAR ORGANISATIONAL BUDGET						16,650,000

Implications for current programs

UCOBAC will operate under two departments including **Programs and Institutional Strengthening** departments

The Program department will include the core programs of; (i) Orphans and other Vulnerable Children, (ii) Sexual & Reproductive Health and Gender Based Violence, (iii) Women's Land and Property Rights, (iv) Food Security, Livelihoods and Climate Change Resilience.

The Institutional strengthening department will include Institutional development departments including (i) Institutional Capacity Building (ii) Advocacy, Networking and Communications, (iii) Monitoring and Evaluation (iv) Finance and Administration will be carried out for the next five years 2020-2024 expanding year-by-year by extending services to new regions districts, targeting the Northern, Western and West Nile regions specifically targeting refugees and refugee hosting communities.

The most strategic factors that will weaken a program is lack of funding and shrinking civic space for CSOs. The human resources needed to run our programs are available to us. UCOBAC has the capability to recruit qualified and experienced employees and further strengthen them through short courses. Additionally, we have a sound organizational structure that is very much grounded in the community and thus very responsive to arising community needs and priorities. UCOBAC also has a strong Board with members of varied expertise, capacities and experiences that give valuable and appropriate support and direction to the organization. UCOBAC is further linked to other national, regional and global alliances/movements including for example the Huairou Commission, International Land Coalition, Women's Land Rights Movement, Feminist Movement, Women's Land Link – Africa, Climate Action Network, Sexual and Reproductive Health Alliance and Girls Not Brides Alliance, Uganda National Aids Support Association, Uganda National NGO Forum etc which strengthens the organization and allows collective action and peer learning. Further still, UCOBAC has well developed organizational operational policies and procedures that ensure effective operations.

Yet, despite these strengths, funding remains our biggest challenge. Scaling back or eliminating programs will only occur if we lack adequate funding to compensate workers or if we are literally unable to acquire the physical resources essential for serving our constituents.

Implications for organization

The organization program focus areas and Institutional strengthening focus areas have changed from the Strategic plan 2015 – 2019. Under the Programs pillar, the core program area of Health has been replaced with Sexual & Reproductive Health and Gender Based Violence. Governance and Human rights has been replaced with Women's Land and Property Rights, whereas capacity building has been replaced with Food Security, Livelihoods and Climate Change Resilience.

Under the Institutional strengthening Department, focus areas of Institutional Capacity Building and Monitoring and Evaluation have been added to the Advocacy and Communications and Finance and Administration focus areas.

The new staffing structure includes Director (Programs department) and Director (Institutional strengthening department). Each Program focus area has a Senior Program Officer as head of Program, Program officers, Project officers, Field officers, Interns/volunteers. Whereas the Institutional strengthening focus areas have a Senior Program Officer as a head of the focus area. Staffing within the organization will grow as the organization grows with new funding partners and projects coming on board. Capacity building for existing staff will be also undertaken in different areas as deemed necessary for their effective performance. We will be instituting assessment methods to serve in self-evaluation processes. Assessments will address the effectiveness of our programs among constituents as well as our ability to train and retain staff.

RISKS AND ASSUMPTIONS

RISKS:

- Lack of sufficient funds for program activities
- Lack of funding for institutional strengthening focus area
- High demand for services than ability of organization to meet the demand.
- Volunteer burn-out.
- Political interference and shrinking civic space
- Lack of support/withdraw of support from partners (government, donors, volunteers etc) who don't subscribe to organizations programs/intervention/activity areas.
- Attack and threats to staff/organization as human rights defenders
- Political Insecurity and unrest
- Theft/ loss of organizational equipment, information, resources

ASSUMPTIONS:

- Availability of funds.
- Commitment by all stakeholders.
- Continued political stability and safety.
- Continuous commitment of community volunteers and partners.
- Supportive Government policies.
- Support from all stakeholders to advance organization's vision, mission and objectives.
- Availability of, Awareness of and Implementation of organization's safety, security and risk management policy, strategy/plan and protocols by all management, staff, partners, stakeholders.

SAFETY, SECURITY AND RISK MANAGEMENT

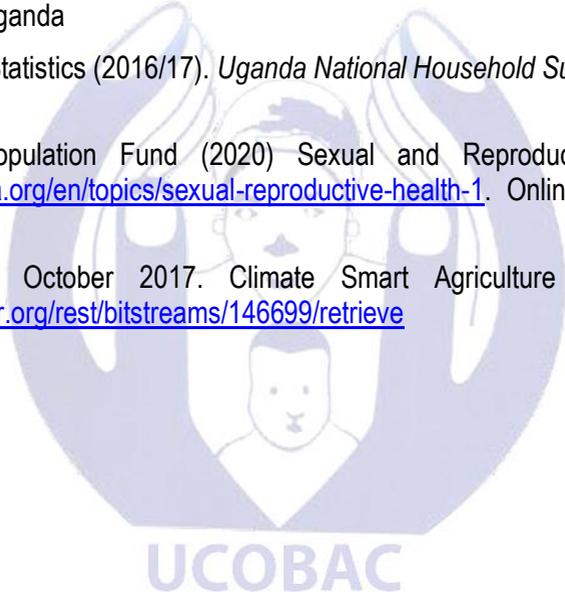
UCOBAC will strengthen its capability to assess, mitigate and manage risks that may affect the organization and its programs. For a Robust risk management policies, mechanisms and processes and Safety and Security Plans, Protocols and Work Culture, UCOBAC will;

- Establish, implement, update and monitor a safety, security and risk management policy and plan.

- Put in place strategy risk mitigation strategies, protocols that ensure limited impact of the risks on the organization, staff and programs.
- Establish and document guidelines or processes for assessing, identifying and managing risks.
- Undertake periodic risk assessment and mapping of its operating context.
- Recruit or appoint staff member(s) tasked with risk management.
- Have an updated risk register and tracking system.
- Establish a risk tracking system to Tracks both financial, programmatic and other categories of risks.
- Document evidence and lessons on the different risks, the likely impact on the organization and its programs and risk management process and monitoring that are integrated in planning.

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4. Feed the Future. October 2017. Climate Smart Agriculture in Uganda, pg 1, see <https://cgspace.cgiar.org/rest/bitstreams/146699/retrieve>



AUTHORISATION



Signature:.....

Signature:.....

Name: Solome Mukisa

Name: Agnes Mukasa

Designation: Executive Director

Designation: Board Treasurer

Date: 14th.December .2020

Date: 14th. December. 2020