

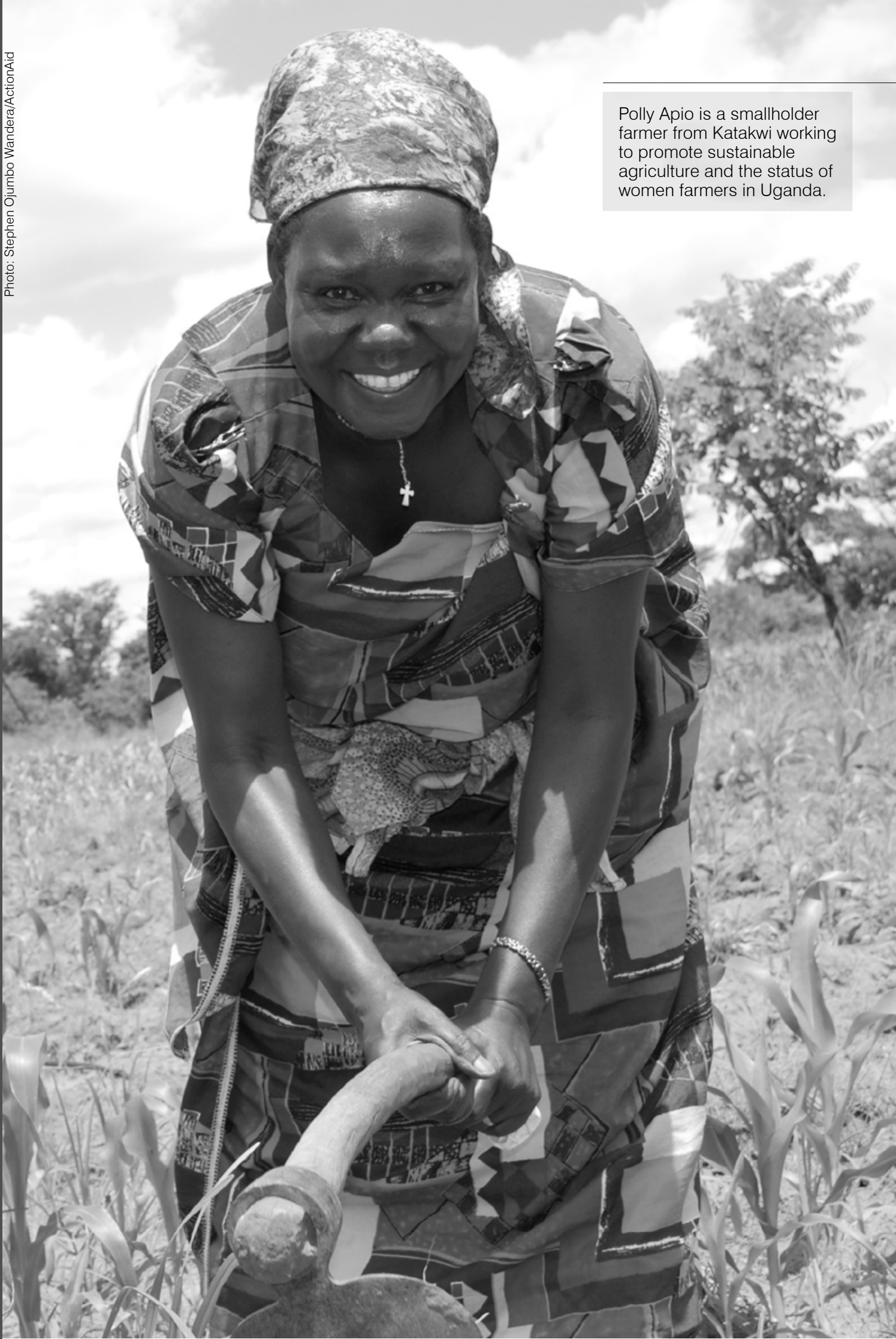


act:onaid

ActionAid International Uganda
Country Strategy Paper IV
2012-2017

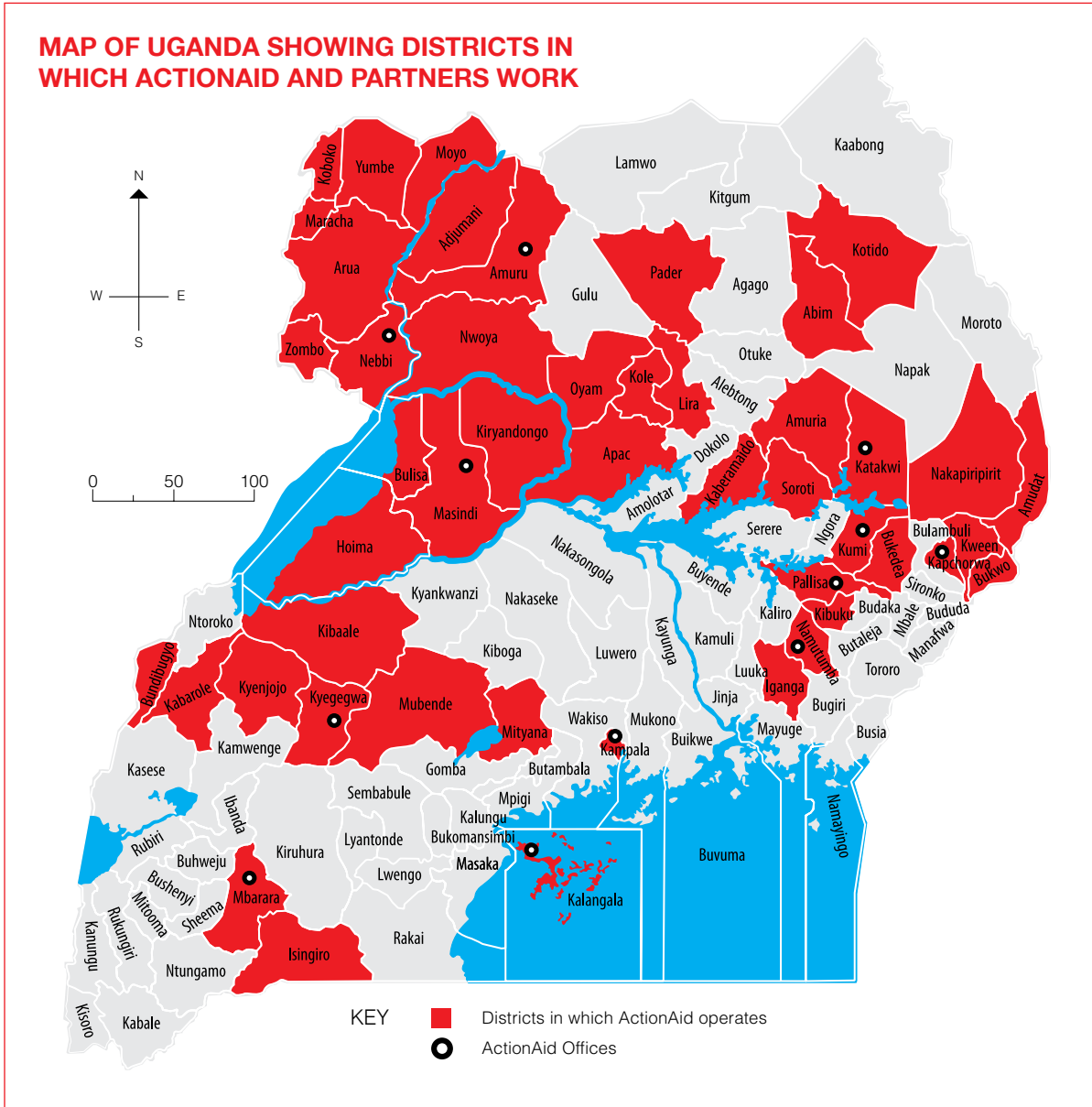
Embracing Rights!
Improving Lives!

Polly Apio is a smallholder farmer from Katakwi working to promote sustainable agriculture and the status of women farmers in Uganda.



ActionAid International Uganda
Country Strategy Paper IV
2012-2017

Embracing Rights!
Improving Lives!



Editors
 Henry Nickson Ogwal, Impact Assessment and Shared Learning Manager
 Ssanyu Kalibbala, Communications Coordinator

National CSP IV Drafting Team
 Catherine Tumusiime, Human Resources and Organisational Development Director
 Charles Mbeeta Businge, Country Director
 Deborah Ossiya, External Consultant
 Edward Iruura, Finance Director
 Florence Auma Apuri, Partnership Funding & Sponsorship Director
 Hellen Malinga Apila, Coordinator - Local Rights Programme - Katakwi
 Henry Nickson Ogwal, Manager - Impact Assessment and Shared Learning
 Justus Rugambwa, Programme Development Manager
 Paul Ojuman, Policy Manager
 Rebecca Kukundakwe, Coordinator - Building Local Democracy
 Richard Olong, Coordinator - Local Rights Programme, Nebbi

CSP IV Support Team
 Rose Ejang, Programme Secretary
 Zaituna Fuambe, Administrative Secretary

Staff winner of the best CSP IV title competition
 Jacob Rosdahl, Communications Advisor

Photos
 LM Agency/Stephen Ojumbo Wandera / Kristina Just / Jake Lyell / Ssanyu Kalibbala

Layout Design and print
 Grand Brand Ltd, Victor Drile Tel: +256 (0) 772 402 783 Email: elirdovik@hotmail.com

Cover
 Acii Scovia, 9 years, Laguti, Ayila Sub- County, Amuru. Photo: Stephen Wandera/ActionAid

CONTENTS

| | |
|--|------------|
| MAP SHOWING ACTIONAID'S AREAS OF OPERATION | ii |
| FOREWORD | iv |
| ACKNOWLEDGEMENT | v |
| ACRONYMS AND ABBREVIATIONS | vi |
| INTRODUCTION | vii |
| 1.0 OUR CONTEXT | 2 |
| 1.1 National Context | 2 |
| 1.2 Regional Context | 10 |
| 1.3 Global Context | 11 |
| 1.4 Implications of the Context for AAIU Programming | 13 |
| 2.0 WHO WE ARE | 16 |
| 2.1 Our Identity | 16 |
| 2.2 Our Vision | 16 |
| 2.3 Our Mission | 16 |
| 2.4 Our Values | 16 |
| 2.5 Our Theory of Change | 17 |
| 2.6 Our Approach | 17 |
| 2.7 Lessons from CSP III | 20 |
| 3.0 OUR MISSION PRIORITIES | 24 |
| 3.1 Programme Focus Area1: Women Rights and Gender Equality | 24 |
| 3.2 Programme Focus Area 2: Sustainable Livelihoods | 26 |
| 3.3 Programme Focus Area 3: Participatory Democracy and Governance | 28 |
| 4.0 OUR INSTITUTIONAL PRIORITIES | 32 |
| 4.1 Funding Our Strategy | 32 |
| 4.2 Managing Our Finances | 34 |
| 4.3 Building Our Human Resource and Organisational Capacity | 35 |
| 4.4 Communications and IT | 36 |
| 4.5 Measuring Our Impact | 37 |
| 4.6 Our Governance | 39 |
| 5.0 APPENDICES | 42 |
| 5.1 Risk Matrix for CSPI | 42 |
| 5.2 Financial Projections for 2011 - 2017 | 49 |

FOREWORD

We are honoured to present ActionAid International Uganda's (AAIU's) **fourth Country Strategic Paper (CSP IV): Embracing Rights, Improving Lives** for the period 2012-2017. This period will be critical for AAIU programme because it comes against a backdrop of complicated, innumerable national and international challenges which this strategy took into account. It is also a period which offers opportunities for the world to rethink the development paradigm and to put the human rights agenda at the heart of development practices.

At the national level, there are ramifications of a rapidly growing population, high levels of poverty and inequality as well as the effects of volatile food and fuel prices which have precipitated social, political and economic anxiety. Climate change has wrecked havoc for the rain-fed agriculture dependent population making them captive to resource scarcity and vulnerable to food insecurity. The requirement for emergency humanitarian interventions has continued to rise, triggered by natural and man-made disasters. The inadequacy of government's response capacity in disaster risk reduction programming has resulted in further vulnerability and chronic poverty.

At the international level, the effects of the global economic downturn and economic distress will have significant implications for economies that are highly dependent on development assistance, trade and remittances from residents abroad. The attainment of independence for Southern Sudan and the efforts towards political and economic integration of the East African Community offers some hope for increased trade and improved peace and security. However, the region remains volatile and vulnerable to the effects of climate change.

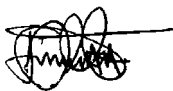
While AAIU has registered significant successes in implementing its human rights based approach to ensuring a life of dignity for Ugandans under its third Country Strategy Paper that ends in 2011, the argument to continuously enhance the speed, depth, scale and effectiveness of our programme initiatives remains imperative. The structured schedule of priorities in this strategy clearly reflects AAIU's analysis, learning and appreciation of the evolving nature of the local, regional and international context in which ActionAid operates.

The formulation of this strategic paper has been widely participatory. The exigency for focus and maximum impact narrowed AAIU mission priorities in the CSP IV to three Programme Focus Areas (PFAs): Women Rights and Gender Equality; Sustainable Livelihoods' and Participatory Democracy and Governance. The strategy describes how AAIU will continue to address the outstanding and emerging challenges through systematic efforts to focus, learn and strengthen the responses to the three programme focus areas.

AAIU will continue to place people at the centre of its development efforts to promote positive transformation. There will be deliberate efforts to advance the women's rights agenda while addressing vulnerabilities that entrench poverty and inequality.

We are aware of the fact that AAIU alone cannot provide complete solutions to the myriad of challenges facing Uganda today. AAIU will link international, regional, national and local efforts to build meaningful partnerships with civil society in its entirety as well as with the central and local governments. Many of these committed individuals and their organisations have made fundamental contributions to finalizing this ambitious strategy document. We salute their selflessness.

We are committed to achieving the goals within this strategy and we look forward to working collaboratively with all like-minded stakeholders to deliver the promises we have made therein. Together we can make a sustainable difference as we strive to **"Embrace Rights and Improve Lives"**.



James A. A Otto
Chairperson, AAIU Board
JULY 2011



Charles Businge Mbeeta
Country Director, AAIU
JULY 2011

ACKNOWLEDGEMENT

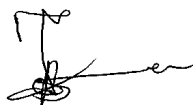
The Fourth Country Strategy Paper (CSP IV) of ActionAid International Uganda - **Embracing Rights! Improving Lives!** is a product of a series of participatory processes which brought together the experiences and contributions of staff, partners, communities, representatives of supporters, the National Board, the General Assembly, ActionAid International functions and the International Board. It has also benefited from the active participation of representatives from academic and research institutions, development partners, UN agencies and institutions of Local and Central Government.

From the initial strategy brainstorming workshop in February 2011 at the Imperial Botanical Beach Hotel, Entebbe, through consultations with local governments and communities living in poverty and injustice and the national stakeholders' validation workshop in April 2011 at Collin Hotel, Mukono up to the General Assembly in June 2011, one can argue that the strategy development process was very consultative with a variety of stakeholders providing valuable inputs.

The number of contributors was so large that one trembles at the challenge of naming individuals, lest too many are left out. Yet some individuals and groups must be named. AAIU appreciates the invaluable input from the various constituencies of the district local governments and the ministries of Gender, Labour and Social Development; Education and Sports; Agriculture, Animal Industries and Fisheries and; Trade, Tourism and Industry; representatives of Development Partners and academic institutions. We would particularly like to thank management and staff of our partners working at local, district and national levels for their mobilisation and facilitation of the protracted consultation processes with the different constituencies; from September to December 2010 for the review of the International Strategy and the review of AAIU's third Country Strategy and in 2011 during the process of developing CSP IV.

AAIU is indebted to its members of staff, Governance Board and General Assembly who provided the platform for reflection and learning as well as space for all other external stakeholders to actively participate and co-own the processes and their outcomes. Special thanks go to the three International Directors: Chris Kinyanjui, Joanna Maycock, and Keshav Gautam who validated the draft for alignment to the Global Strategy and provided valuable input into the draft. Special thanks are extended to Irene Ovonji-Odida the Chair of AAI Board who despite her busy schedule provided useful input into the final draft. Also, the staff from various functions of AAI such as Everjoice Win and Ennie Chipembere from the Women's Rights Team, Ruchi Tripathi from the Food Rights Team, Bijay Kumar, Rose Atim and Geoffrey Okoth from the International Emergencies Team, Beata Musabyemariya and Laurie Adams from Impact Assessment and Shared Learning Team, Henry Malumo from Policy Team, Ronald Kirabira and Patricia Mugeke from International Finance Team, Boniface Msiska, Worknesh Mekonnen and Siboniso Ndlovu from East and South Africa Regional Office who provided professional guidance and back-stopping to the process.

The strategy would not have been completed without the tireless efforts of the drafting team comprising of AAIU staff – Henry Nickson Ogwal, Florence Auma Apuri, Catherine Tumusiime, Edward Iruura, Richard Olong, Hellen Malinga Apila, Rebecca Kukundakwe, Paul Ojuman, Justus Rugambwa and Charles Businge who worked tirelessly with the consultant, Deborah Ossiya, to keep an open reflection and learning to ensuring the strategy is aligned to the AAI strategy and at the same time remain responsive to the realities of the context in which AAIU operates. Appreciation is also extended to Zaituna Fuambe and Rose Ejang who provided administrative support to the writing team. Finally, a great applause goes out to Jacob Rosdahl who won the AAIU staff competition for the best title of our strategy with very stiff competition from other members.



Charles Mbeeta Businge

*The Country Director
August 2011*

ACRONYMS AND ABBREVIATIONS

| | |
|--------|---|
| AAI | ActionAid International |
| AAIU | ActionAid International Uganda |
| ALPS | Accountability, Learning and Planning System of ActionAid International |
| APRM | African Peer Review Mechanism |
| CAADP | Comprehensive African Agricultural Development Programme |
| CEDAW | Committee on the Elimination of Discrimination Against Women |
| CSO | Civil Society Organisation |
| CSP | Country Strategy Paper |
| DRR | Disaster Risk Reduction |
| EAC | East Africa Community |
| FBO | Faith Based Organisation |
| FGM | Female Genital Mutilation |
| HRBA | Human Rights Based Approach |
| ICC | International Criminal Tribunal |
| IDPs | Internally Displaced Persons |
| IGAD | Intergovernmental Authority on Development |
| IGG | Inspectorate of Government |
| INGOs | International Non-Government Organisation |
| LC | Local Council |
| LRP | Local Rights Programme |
| MDG | Millennium Development Goal |
| MMR | Maternal Mortality Rate |
| MoFPED | Ministry of Finance, Planning and Economic Development |
| MoGLSD | Ministry of Gender, Labour and Social Development |
| NAPW | National Action Plan on Women |
| NDP | National Development Plan |
| NEPAD | New Partnership for African Development |
| NGO | Non-Government Organisation |
| NRMO | National Resistance Movement Organisation |
| NURP | Northern Uganda Rehabilitation Plan |
| NUSAF | Northern Uganda Social Action Fund |
| PAC | Public Accounts Committee |
| PEAP | Poverty Eradication Action Plan |
| PRRPs | Participatory Reviews and Reflection Processes |
| PVA | Participatory Vulnerability Assessment |
| SADC | Southern African Development Community |
| SGBV | Sexual and Gender Based Violence |
| STAR | Societies Tackling AIDS Through Rights |
| UDHS | Uganda Demographic and Household Survey |
| UNHS | Uganda National Household Surveys |
| UPE | Universal Primary Education |
| USE | Universal Secondary Education |
| WTO | World Trade Organisation |

INTRODUCTION

This is the fourth Country Strategy Paper (CSP) for ActionAid International Uganda (AAIU) since it started operations in Uganda in 1982. This strategy builds on the strengths and experiences of previous country and global strategies, a series of consultative processes at local, national and international levels and opportunities and challenges of the internal and external contexts.

CSP IV is therefore premised on our commitment to eradicate poverty through Human Rights Based Approach (HRBA) and the belief that people should be at the centre of the development process.

Ajok Otici Reflect Circle meeting in Lamogi sub-county - Amuru District



Photo: Stephen Ojumbo Wandera/ActionAid



Survivors of violence: Betty Nakitende, Nazziwa Annette, and Esther Adero march together in a rally commemorating Women's Day in Mubende District

Photo: Jake Lyell/ActionAid

OUR CONTEXT

1.0 OUR CONTEXT

1.1 National Context

Uganda is a landlocked member of the five-state East African Community, sitting on 241,551 sq. km of largely fertile arable land. It is bordered to the North by the newest country in Africa and the world – Republic of Southern Sudan; to the West by the Democratic Republic of Congo; to the South West by Rwanda; to the South by the United People’s Republic of Tanzania and to the East by the Republic of Kenya.

At the dawn of independence in 1962, there were great hopes for building a united, peaceful and prosperous nation. However, the historical trajectory shows that since independence Uganda has had a mix of progress and reversals in all areas of political, social and economic life largely attributed to governance challenges, violent and bloody conflicts and poor economic performance. Presently, significant challenges still remain in consolidating democracy, eliminating all forms of inequality and injustice, and promoting a human rights culture.

1.1.1 Political Gauge

The National Constitution (1995) is the supreme law providing the protection and promotion of fundamental human rights and freedoms. From 1986 to 2006, the “Movement System” of governance was in place and political party activities were largely banned. However, in 2006, the country returned to multiparty democracy in which presidential, parliamentary and local elections are held on a 5-year cycle. Recent elections have seen various political parties present candidates for various political positions across the country. In the general elections of February and March 2011, the ruling National Resistance Movement Organisation (NRMO) party retained the Presidency, parliamentary and local government majority representatives amidst concerns by opposition parties and by some sections of the public of the militarisation of the electoral process, bribery of voters, ballot stuffing and a weak as well as partisan electoral commission. Enactment of recent legislations such as the Non-Governmental Organisation (NGO) registration Amendment Act 2006, the Anti-Terrorism Act 2002, the Traditional and Cultural Leaders Act 2010, the drafting of The Press and Journalists Amendment Bill 2010 and the Public Order Management Bill, 2009 have been perceived by civil society to be shrinking the democratic space by limiting freedoms of expression, association and assembly. There are concerns that these legislations, if fully implemented, are likely to slow or reverse the return to a democratic culture and constitutionalism in Uganda.

Uganda has experienced civil and political crises since independence, with Northern, Eastern and some parts of Central and Western Uganda most affected in the past 3 decades. Most of these regions are also prone to prolonged drought, floods, landslides and water logging. North-eastern Uganda and neighbouring areas have

been affected by insecurity emanating from cattle rustling. These effects have increased risk, vulnerability and powerlessness; conditions that have caused and sustained poverty and injustice. Women and children have been most affected through forced conscription into armed ranks, gender based violence, family separation and displacement. The cessation of hostilities in Northern Uganda and the ongoing disarmament exercise in the Karamoja region, cross-border peace building and security initiatives between the Governments of Uganda, Kenya, DRC and Southern Sudan, the closure of most of the Internally Displaced Persons (IDPs) camps and the efforts to implement reintegration, recovery and development programs provide a ray of hope for the regions. Land ownership challenges, dependency on relief, resource shortages, cultural distortions and disruption of social safety nets are some of the hurdles that need to be overcome in the process of recovery and development. These regions are yet to regain their capacity and reach their production potential. While the export demand from Southern Sudan and Eastern DRC presents increased market opportunities with sustained peace and security, it has also locally contributed to food scarcity and a sharp rise in food prices. The proliferation of illicit small arms and light weapons across the Great Lakes and the Horn of Africa remains a challenge to attain peace in the region.

Uganda has elaborate decentralised and local governance structures in the Local Council (LC) 1-5 system. The central Government continues to advocate for the decentralised system of governance and has rapidly expanded the number of districts from 77 as of July 2006 to 112 by January 2011, ostensibly to devolve power, build local administrative capacity and improve service delivery. Decentralisation has increased potential for civic participation through participatory planning which presents the civil society with opportunities to monitor and hold Government accountable to its commitments and mandate. However, the creation of new districts has increased the cost of public administration creating more pressure on an already over-burdened resource base which undermines service delivery. The situation has been worsened by the dependency of Districts on central government transfers for recurrent and development expenditure, a tendency some analysts feel exposes districts to patronage politics by the central government and may not result in improved service delivery. There is a potent agitation for the federal system of participatory governance to replace the regional tier proposal and the decentralization structures currently in place.

Women's representation in political spaces has increased especially after the promulgation of the 1995 Constitution that provided for affirmative action for special interest groups that include women, youth, people with disabilities and workers. In addition to the designated women seats at local and parliamentary levels, women and youth can also compete for the directly elected seats and within the other special interest groups, although there are challenges including cultural biases, limited financial resources necessary to go through the electoral process, and limited campaigning skills. Women and youth are also making inroads into political party leadership although most of the parties have not met the minimum 30% representation expectation for women. While the initial focus of the women's movement was in getting more women in parliament to augment their voice with the support of gender sensitive male parliamentarians, now there is a recognition that in addition to numbers, there is

need to increase their articulation on issues and positioning within the parliamentary structures such as statutory and sessional committees.

1.1.2 Economic and Social Environment

Uganda's economy has registered sustained growth rates of between 6.2% in 1997/98 to 8% in 2007/08, when the country implemented its Poverty Eradication Action Plan (PEAP). While growth was consistent over this period, distribution of the benefits of growth remained skewed. The National Development Plan (NDP) for the 2010/11 to 2014/15 period replaced PEAP as the overarching development framework for the country with the economy projected to grow at 7.2%. Under the NDP, Government's thinking shifted from poverty eradication to wealth creation. The plan aims to address structural bottlenecks in the economy in order to accelerate social economic transformation. The NDP proposed interventions are aimed at creating employment, raising per capita income levels, improving labour force distribution, raising the country's human development and gender equality indicators, and improving the countries competitiveness.

External support as a proportion of the budget has been falling from 43% in 2003/2004 to a projection of about 26% of the recurrent budget for the Financial Year 2010/2011. The rest of the income is expected to be drawn from local tax and non-tax revenues. With the discovery of commercially viable oil and natural gas deposits in the Albertine Graben region, significant revenues from oil exports are expected to increase the Gross Domestic Product (GDP) and eliminate the dependence on foreign budget support in the near future. However benefits from oil will depend on how well Uganda deals with issues of governance and transparency in the oil sector.

Agriculture, forestry, manufacturing, tourism, mining and oil are the primary growth sectors. The reduction in the growth rate of agriculture as opposed to services and industry sectors has seen its contributory share to GDP reduce to 23.7% and yet it still employs 70% of the population, with trade and manufacturing employing 16%. This renders the status of the poor even more precarious and augments the view that economic

Poverty in Uganda is a complex, multidimensional, cross generational, feminized cyclic and a seasonal phenomenon which is influenced by the cultural, social, political and physical environment. We believe it is a moral, ethical and justice issue reflected in the way society deals with issues of patriarchy, and power at all levels of livelihood. It is about the denial of the right to a life of dignity – the right to Economic, Social, Cultural development with due regard to freedom, identity and equal enjoyment of common heritage of all people as reflected in Article 22 of African Charter for People and Human Rights.

There is growing consensus that poverty goes beyond the traditional indicators of income, expenditure and consumption to include other forms of deprivation including dimensions of risk, vulnerability, powerlessness, isolation and insecurity that cause and sustain poverty and inequality.

According to various studies done In Uganda, the poor are most likely to be:

- Women, Orphans, Unemployed youth, Persons leaving with HIV/AIDS, PWDs, IDPs and Refugees
- Dependants on small holder farming
- Vulnerable persons at risks of insecurity, violence, ill health, draught, flooding
- Socially and politically excluded which leads to disempowerment
- Persons living in rural areas.

growth alone without adequate investments in sectors that directly impact on livelihood security of the majority of the population will not result into the anticipated transformation of Uganda's economy and society. With a growth rate at about 1.2%, the agriculture sector is far below the 6% growth rate commitment under the Comprehensive Africa Agriculture Development Programme (CAADP) and the NDP target of 5.6%. As a share of the national budget, the budget for agriculture fell to 3.8% in 2008/09 from 5.7% in 2001/02. Given this retrogression in agricultural budget allocation trend, Civil Society has proposed that Government increases public expenditure on smallholder farming to reverse the trend and aim for more investment above the levels of the Maputo Commitment of 10% of the national budget to cause the necessary transformation.

Forest cover is under pressure from the population seeking fuel, settlement, agricultural production and construction materials. Swamps are being reclaimed for land-uses that do not have environmental impact assessment certification from the relevant authorities and in disregard of existing laws. This unsustainable land use is mainly because of the poverty levels of the majority of the population, poor regulation and oversight of sustainable environment management practices by Government. Bio-mass has remained the dominant energy source for households and small and medium scale industries. In the last 10 years, the value of charcoal consumption has more than doubled, while the value of firewood consumption increased by 68% - increasing pressure on an already depleted and declining forest cover. The effects of climate change are felt in all parts of the country in instances where prolonged droughts, flooding and landslides have been experienced. EL Nino and El Nina phenomena have unpredictably changed the seasonal cropping cycles and confused farmers. The impact of this has been a rise in food insecurity affecting the poor and vulnerable people. It has also increased vulnerability in form of displacement, increased burden of care on women, incidence of disease outbreak and exacerbated land disputes. The NDP further noted that Uganda was judged to be amongst the most vulnerable and least climate resilient countries due to poverty and low income diversity.

The public system of education run under the Universal Primary Education (UPE) and the Universal Secondary Education (USE) policy frameworks has increased enrolment from about 2.5 million in 1997 to 8.2 million in 2009 and from 0.8 million in 2006 to 1.2 million in 2009 respectively amidst challenges of retention, quality and relevance.

School curricula have not holistically addressed specific skills, knowledge and attitude gaps in the country to match the human capital requirements with development aspirations. Reports of UPE and USE inefficiency have continued to undermine the implementation of these programmes. The challenges related to resource constraints (inadequacy, allocation and use), inconsistency between teacher deployment and education needs across and within districts, lack of clarity on roles and responsibilities of different stake holders and poverty have negatively impacted on learning outcomes.

While the health system has seen improvements in infrastructure development, construction of health units, it is still faced with challenges of human and financial resourcing, inadequate coverage of health services, unethical conduct of health personnel, and poor drug management. Consequently Uganda's progress on

Millennium Development Goal (MDG) targets on child mortality, maternal health and HIV/AIDS are off-track. Infant mortality rate is estimated at 76 per 1,000 live births, under-five mortality rate at 137 per 1,000 live births and maternal mortality ratio is estimated at 435 per 100,000 live births. However, it should be recognised that this represents national level collated data and regional disparities exist. For instance, Maternal Mortality Rate (MMR) in northern Uganda - which has a higher incidence of poverty - is currently 650 per 100,000 live births.

In 2006, the levels of infant and under-five mortality were 40% lower in the wealthiest 20% of households compared to the poorest 20%, which shows significant inequalities. It is also reported that the share of births attended by skilled health personnel was 29% among the poorest 20% of the population compared with 77% amongst the wealthiest 20%. Initial achievements in reducing the spread of HIV/AIDS are facing risks of reversal even though the country is said to be on track on the universal access to treatment. There are also concerns of slow progress with reduction of incidences of malaria and other major diseases which accounts for poor health indicators. Communicable diseases such as malaria, HIV/AIDS and TB account for over half of the total burden of diseases and are the leading causes of morbidity and mortality in Uganda. At 7.5%, the HIV/AIDS prevalence rate remains higher among women than men (5%). This is because women are often victims of domestic and/or sexual violence, forced and early marriages and the harmful traditional practices such as female genital mutilation. Despite the low reporting of incidences of Gender Based Violence (GBV), records from the Ministry of Gender, Labour and Social Development (MoGLSD) reveal a 650% increase in the number of cases of defilement reported over the last ten years. Over the past two decades, Government registered a globally-recognised drop in HIV infection from a peak of 18% in 1992 to 6.1% in 2002, which progress is threatened with a reversal that can have serious implications on Uganda's health status and labour productivity. Only 43% of people living with HIV have access to ARTs. This situation continues to exert pressure on the country's health infrastructure and across all sectors of the economy.

Despite constitutional and other legal provisions for gender equality and equity, the Ugandan justice system remains biased in favour of men and the wealthy segment of Ugandan society. The majority of women have difficulty accessing justice because of socio cultural and religious barriers including a weak justice system crippled by inefficiencies, corruption, inadequate resourcing and a lack of appreciation for women's rights.

1.1.3 Demographic Trends

Uganda has a rapidly growing population with one of the highest population growth rates in the world standing at 3.2%. This high population growth rate is attributed to a high fertility rate which currently stands at 6.9 children per woman. Currently, the population stands at 32.9 million and is projected to be 40.6 million by 2017. The population is very young with 51.6% below the age of 15 years and 56.1% below 18 years. Twelve percent of children are orphans and 1.1 million households have at least one orphan. This presents a high age dependency ratio meaning that for every 100 persons in the working age group (15-64 years), there are 117 dependant persons. This situation creates and sustains the poverty cycle.

Uganda's population is largely rural standing at 85% with urbanisation growing marginally. 82% of the labour force is rural, 66% is employed in agriculture, 42% of households earn mainly from agriculture and 25% from wage employment. The unemployment and under-employment rates are high at 4.2% and 3.5% respectively. More than half of children (5-17 years) are economically active, 26% are child labourers and 38% of children (0-17 years) are vulnerable. The NDP noted that the growing population density puts pressure on natural resources thereby creating serious socio-economic problems including land fragmentation and land disputes, environmental degradation, climate change, poor agricultural yields and constraints in physical planning among others.

Women constitute 51% of Uganda's population. Uganda is a signatory to various international commitments, including the Convention on the Elimination of all forms of Discrimination against Women and the Beijing Platform of Action. Other commitments to promote gender equality and empower women are domesticated through the Constitution of the Republic of Uganda 1995 and other legislations such as The Domestic Violence Act 2010, The National Gender Policy 2009 and the National Action Plan on Women (NAPW) adopted by the Government in 1999. Some achievements have been noted. Policies on affirmative action have steadily increased the share of women who take part in political decision making at all levels in formal structures. The share of women in the national Parliament has increased from 18% in 2000 to 31% in 2011. Gender parity at primary school enrolment has been achieved and there are increases in the ratio for tertiary education. However there are serious concerns on completion rates especially for girls due to early marriages, cultural biases and a non-gender responsive school environment. There are also challenges of women's decision making, especially at household level, largely exacerbated by high levels of gender based violence. The share of women in wage employment in the non agricultural sector declined from 39% in 2002/03 to 28% in 2005/06. It has also been noted that while women constitute about 70% of the workforce in agriculture, they experience unequal access to, and/or control over production resources which limits their productivity. They constitute the highest proportion of unpaid workers in the informal sector.

1.1.4 Poverty Dynamics

Uganda remains one of the poorest countries in the world, ranking 157 out of 182. Poverty declined from 56% in 1992 to 38% in 2002/3, to 31% in 2005/06 and to 24.5% in 2009/10. The 2009/2010 figure translates to approximately 7.5 million persons in 1.2 million households.

Northern Uganda recorded the highest incidence of poverty, a direct consequence of more than 20 years of armed conflicts. However, the region registered the highest decline of 14.5% from 60.7% (about 3.2 million people) in 2005/06 to 46.2% (about 2.84 million people) in 2009/10. The improvement in the north is largely attributed to the relative peace now existing, the presence of a high concentration of development organisations (INGOs and government poverty alleviation programs) as well as the brisk cross-border trade with Southern Sudan.

Poverty in Uganda has a rural dimension with the number of rural people living in poverty contributing 94.4% of national poverty. This means that of the 7.5 million poor

people in Uganda, 7.1 million are rural based. Decentralisation has so far failed to level this imbalance.

Despite a reduction of poverty across all regions, income inequality increased from 0.408 in 2005/06 to 0.426 in 2009/10¹. This implies that growth objectives, rather than redistribution, continue to drive poverty reduction efforts in Uganda. Addressing all forms of inequality will require policy options that will promote more equitable development. Although the majority of women (70%) are engaged in agriculture and land use as primary producers contributing 70-75% of the agricultural production, the percentage of women who actually own registered land is still very low at only 20%. Much as Uganda pledges allegiance to the Committee on the Elimination of Discrimination Against Women (CEDAW) and is committed to MDG 3 on achieving gender equality, development inroads are corrupted by gender and social vulnerabilities. Gender based violence is estimated at 68% for women compared to 20% for men².

At the household level, the Uganda National Household Surveys (UNHS) 2009/10 revealed that overall, the average monthly income derived from all sources was UGX 303,700 indicating an increase in average earnings from UGX 170,800 in 2005/06. Urban households consistently have higher figures in all regions. However the apparent rise in household incomes is cancelled away by the rising cost of living which depletes hard earned income.

Endemic corruption within the government structures has also plagued poverty alleviation programs like PEAP, Prosperity for All Programme, Northern Uganda Rehabilitation Programme (NURP), Northern Uganda Social Action Fund (NUSAF), Peace, Reconstruction and Development Programme (PRDP), Karamoja Integrated Disarmament and Development Programme (KIDDP), Karamoja Livelihoods Programme (KALIP), National Agricultural Advisory Services (NAADS) and social programs like UPE and USE, compromising their success potential. Efforts have been made to establish institutions like Inspectorate of Government (IGG), Public Accounts Committee (PAC) and legislations such as the Anti-Corruption Act 2009 to fight the vice. However, corruption has persisted with potential to further undermine efficient delivery of public services, increase inequality and political dissent. Service delivery in basic healthcare, education and in the justice, law and order sector does not meet the needs of a population that has one of the world's highest growth rates. The essential infrastructure required to support transport, agriculture and industry is insufficient or in a state of disrepair. The NDP acknowledges the presence of a weak public sector with feeble institutional capacities. Weak civil society and civic participation, unresponsive bureaucracy, limited social protection and insufficient oversight are some of the challenges in the public sector.

1.1.5 The Civil Society

The civil society in Uganda is heterogeneous³ consisting of rights holders, their movements, Civil Society Organisations (CSOs) which include the Faith Based Organisations (FBOs), Community Based Organisations (CBOs), National and International Non-Governmental Organisations (NGOs), Professional Bodies, the

1 UBOS, Uganda National Household Survey 2009/2010; November 2010

2 Ibid

3 DENIVA, June 2006: Civil Society in Uganda: at the crossroads?

Media, the Academia, Political Parties, and Cultural Institutions. Tapping into the potential across the civil society actors provides opportunities for promotion of social justice, rule of law, and constitutionalism.

The sector's development potential has been undermined by a restrictive legal and operational framework, capacity and internal governance and accountability issues. The emergence of the women's movement and most recently the youth movement while positive in creating platforms for mobilising women and youth voices, are challenged with issues of coordination, limited resources and manipulation by political interests. These challenges move them from focussing on issues that affect them to servicing the interests of parties that might not necessarily be aligned with issues from their constituencies.

Other structures such as women and youth councils which should be furthering the development agenda of both women and youth are neither part of the Local Government nor the Central Government structures. Their roles are ambiguous and are considered to be diversionary⁴. Other than being used for political patronage, they are resource constrained and their impact has been minimal. The demise of the cooperative movement in the country reversed the capacity of smallholder farmers in mobilising themselves for collective action. This made them powerless, uncoordinated and vulnerable to the decisions and actions of those in power.

Despite the apparent weaknesses, civil society has been instrumental in complementing Government's efforts in service delivery, providing alternative policy options and holding Government to account on delivery of sustained quality services and good governance principles.

1.1.6 The Role of media

There has been a notable growth of independent media in Uganda since the mid nineties following the liberalisation of print, radio, TV and web-based media. Uganda was then ranked highly in regard to press freedom and today radio coverage reaches most parts of the country. While this has been positive, the notion of the media as a watchdog or guardian of public interest and a critical player in a healthy democracy has slowly been undermined by crackdowns on media companies. Incidences of arbitrary arrests of journalists, closure of some broadcasters and newspapers based on allegations of lack of professionalism, libel and economic sabotage have become frequent occurrences. Uganda was ranked partly free in Freedom of the Press 2010⁵. The growing intolerance of Government to alternative views raises concerns amongst the opposition parties, civil society and donors. In the current political climate and with the proposed restrictive legislations on the media, there are inherent risks for journalists⁶, publishers and broadcasters.

1.1.7 Private Sector

The National Development Plan (NDP) seeks to interlink poverty reduction and economic growth efforts where the private sector including the many small scale

4 Josephine Ahikire, 2007 - "Localised or Localising democracy – Gender and the Politics of decentralisation in contemporary Uganda"

5 FREEDOM House, media watchdog report

6 See Daily monitor wed May 4th 2011 on concerns expressed by the media on government crack downs.

farming households are anticipated to remain the engine of growth, employment creation and prosperity for social economic transformation. While poverty reduction in Uganda has been driven by the effects of growth, there are concerns that the current growth model has not addressed equity issues thus widening inequality between the rich and poor. Poor regulatory framework, in the private sector on issues of compliance to sustainable environment management practices, adherence to labour laws, tax evasions, conflicts resulting from land grabbing and forced evictions by companies and wealthier individuals, and quality control of products from companies are aspects that increase vulnerability and inequality in spite of continued improving economic growth indicators. There are concerns that efforts to improve investment climate including tax holidays have tended to benefit big investors leaving out the many small scale investors who form the majority of the private sector actors. Lack of a policy on Government support, regulation or provision of conducive business environment to the private sector has resulted in provision of financial support to selected individuals with no clear criteria. There are opportunities in working with the private sector and Government to improve mutual accountability and delivery of quality services, challenge all exploitative practices and promote inclusive and sustainable development alternatives. It is also important to focus on youth entrepreneur development given the structure of Uganda's population. Current statistics indicate youth unemployment as high as 83%⁷.

1.2 Regional Context

Uganda is an important actor in the region. The source of the River Nile makes it of critical strategic value to Southern Sudan and Egypt all of whom primarily depend on the Nile for their national water needs. It is also an important import-export corridor for Rwanda, Burundi, Eastern Congo and Southern Sudan.

Uganda is a member of the Africa Union, United Nations and is a state party to the International Criminal Court (ICC). It is a member of regional bodies such as the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC), and the Intergovernmental Authority on Development (IGAD). Uganda is Kenya's biggest export destination in the region. It is one of the eleven Great Lakes Regional countries which brings about complex security, diplomatic, international resource and refugee management issues. Other issues include the harmonization of regional economic structures and institutions to foster cross-country trade and investments; as well as the promotion of regional socio-economic development. The creation of the East African Community as a regional block to promote trade and development is expected to cause rapid socio-economic transformation and increase Uganda's say in the global economic system⁸.

Uganda has played significant roles in the sub-region's geo-politics with regard to its neighbours DRC, Burundi, Rwanda, Somalia, the Sudan and Kenya. It is also a key promoter of a speedy integration of the East African states.

The East African Common Market Protocol signed on July 1, 2010, was expected to offer free movement of goods, services, labour and capital; and rights of establish-

⁷ World Bank, Youth and Employment in Africa, 2009

⁸ Sabastino Rwengabo 2008. Geopolitics, economic considerations and the East African regional integration

ment and for residence across regional borders. The resultant population migration has the potential to put undue pressure on Uganda's weak economic infrastructure, and regulatory frameworks. The individual countries in the East African Community will still need to domesticate the common market protocol through enabling legislature and cross-referenced budgetary and fiscal policies. Though there is political will to propel the common market, there are concerns by citizens in member states of the lopsided trade benefits that would accrue within relatively more economically developed members of the common market.

There are concerns that the political integration, within the East African Community is likely to prove harder an objective to achieve than economic integration (which has already reached the levels of an East African Common Market). The main threats to political integration include internal governance failures and practices of partner states that contradict fundamental principles and commitments in the EAC treaty, and disparities between political systems, cultures and practices among member states, undermining confidence of East Africans in political integration.

Uganda is a highly liberalised economy which allows for the free interplay of market forces. While economic liberalisation with effective state regulations, common values, norms and related sanctions can lead to economic growth, in practice, real markets are not the free, harmonious and neutral zones of wealth creation that the neo liberal models claim. These neo liberal models often become arenas of political, social, cultural and economic relations, interactions, struggles, power, deception and intimidation which can increase vulnerability for the less powerful in society. Uganda has witnessed a surge of investors from the region and beyond in response to neo liberal reforms. For instance, the Southern African Development Community (SADC) region has penetrated the economy through the establishment of huge corporations and business ventures providing employment opportunities for Ugandans. However, the medium and small private sector actors have been stifled and squeezed out due to lack of policy protection and inability to compete. Corruption, which has also gone beyond national borders, has become a concern in the region especially in the award of lucrative contracts.

Today, the African continent has several political hotspots. The people's revolutions in Tunisia, Egypt, Libya and the other Mahgreb states, the post-election stand-offs in Ivory Coast and Nigeria, the protests and demonstrations against tough living conditions (rising cost of living/food and fuel) in Uganda, Kenya, Mozambique and some parts of West Africa are all raising tensions across the continent. These are internally-driven people-movements requiring Governments to respond to grassroots demand for inclusion in participatory, just and democratic governance.

1.3 Global Context

Uganda has experienced its share of regional and global crises that have had their effects on the wellbeing of its population.

Uganda's financial sector was not affected by the sub-prime mortgage rates that caused the global economic and financial crisis in 2007. Although Uganda is home

to subsidiaries of International Banks, the local subsidiaries had no exposures to the sub-prime products of other toxic debts. However, the credit crunch together with other global imbalances is having a lagged impact on the Ugandan economy. In particular, the abrupt decline in capital inflows has contributed to the reduction of liquidity in the banking sector in the recent past⁹.

A pre-crisis surge in regional exports which compensated for a fall in exports to international markets and the introduction of pro-growth stimulus programmes before the crisis could have cushioned the economy. It is reported that despite the slowdown in economic activity, real GDP growth continued to perform better (7.1% in 2008/09 and 5.8% in 2009/10) by regional and international standards. Because of the crisis, the country is expected to experience a slight slowdown in poverty reduction but not a reversal¹⁰.

Climate change continues to create vulnerabilities and drive millions of poor people further into poverty and destitution globally. Massive increase in global greenhouse gases emission has resulted into a rise in average temperatures by 0.74 degrees Celsius since 1901. Today the world continues to experience extreme weather including droughts, heat waves, increased intensity of tropical cyclones and other climate change effects which are threatening current and future generations. This is expected to worsen due to the projection of further warming between 1.1 to 6.4 degrees Celsius during the 21st century¹¹. A global movement is calling for concrete actions to reduce green house gases, increase energy efficiency, invest in research to seek for alternatives and promote policies and mechanisms that seek sustainable solutions that protect the environment.

Climate change impacts disproportionately affect poor people and poor countries with limited technologies and means for adaptation. Uganda's economic performance and welfare of the population is impacted by changes in the natural environment. While there is uncertainty on the real effects of climate change due to weak data and modelling, there is no doubt that climate change will jeopardise economic and social development goals of the country. Temperatures are expected to rise, rainfall patterns are changing with growing incidences of drought, floods, landslides and disease outbreaks. These changes have affected food security, health and economic development. The macro-economic impacts of environmental deterioration are estimated to be 4-12% of GDP. While current temperatures in Uganda are expected to rise by up to 1.5 degrees centigrade by 2020, it is said that a temperature rise, of 2 degrees centigrade will wipe out most of Uganda's coffee production and jeopardise 40% of export revenue¹².

The global fuel and food crises have also impacted on livelihoods for most Ugandans, raising costs of living in form of surges in transport fares and food prices. Spikes in food prices have been attributed to a combination of demand and supply factors, including higher energy and fertiliser prices, diversion of food grain and oil seeds to

9 Emmanuel Tumusiime-Mutebile: The global financial crisis - impact on Uganda and the policy response 4th march 2009

10 MoFPED, Millennium Development Goals Report for Uganda 2010, September 2010

11 Intergovernmental Panel on Climate Change (IPCC) – Fourth Assessment Report, 2007

12 MoFPED, Millennium Development Goals Report for Uganda 2010, September 2010

bio-fuel production, growing demand and poor policy responses. Food shortages in neighbouring countries like Kenya and Southern Sudan has increased the demand for food exports to these countries, which has resulted in scarcity in most of the regions in Uganda neighbouring these countries. Analysts have found that poor households in Uganda tend to be net buyers of food staples and therefore suffer from welfare losses when food prices increase. The incidence of poverty in 2008 is estimated to have increased by 2.6% as a result of higher food prices¹³.

Due to its historical colonial legacy and present GDP inadequacies, 26 % of Uganda's recurrent national budget is donor funded¹⁴ and therefore subjected to external influence. The eligibility of Uganda to receive budgetary support is linked to various benchmarks including maintenance of the macro-economic stability, democratic governance, and human rights rating given by the international community.

1.4 Implications of the Context for AAIU Programming

AAIU is aware of the vulnerabilities, constraints and challenges presented by the current context in our efforts to end poverty and inequality. We are also aware of the opportunities this context presents in mobilizing supporters, the poor people and all people of good will to confront and challenge the forces that cause and sustain poverty; and to offer alternatives that promote sustainable development. AAIU will position itself in ways that will constantly ensure awareness of the changes in the context in terms of new challenges and opportunities that they present in the fight against poverty and injustice.

In order for Uganda to benefit from regional integration, consultative and people centred approaches as well as transformative leadership are critical. There are opportunities for increased cross border trade with Southern Sudan and Eastern DRC if peace and security can be sustained. The regional and international policy spaces (e.g. EAC, IGAD, NEPAD, and APRM within AU) will be critical in advancing our work beyond national borders. We will therefore focus on promoting participatory democracy and governance to build institutions and capacity of rights holders to harness the opportunities and benefits of regional integration.

The impact of the global financial crisis and budgetary imprudence have reverberated across the economy causing abrupt decline in capital inflows, increased inflation and cost of doing business which have provoked social unrest. The current wave of activist movements across Africa presents opportunities for AAIU to strengthen solidarity movements of youth, women, oversight groups and justice seekers; and justifies our focus on issues around the rights to sustainable livelihoods. It also presents an opportunity for AAIU to support the various activist groups to hold Government accountable in their pursuit for inclusion in participatory, just and democratic governance and a more equitable distribution of social services and national resources.

¹³ Ibid.

¹⁴ MoFPED, Background to the Budget – 2010/11

The proliferation of FM radio stations across the country presents opportunities for amplifying our rights-based work. However, the Uganda Communications Commissions' recent actions, which include blocking of internet and telephone services send signals questioning the availability of this space. The Government crackdown on media houses exacerbates the already shrinking space for the media and civil society engagement. This poses a threat to AAIU's HRBA work and puts staff, partners, and rights defenders at risk. However, this also presents opportunity for mobilization of rights holders for collective action to challenge infringement on human rights and hold those in power to account.

Uganda's susceptibility to natural disasters like drought, flooding, landslides and water-logging coupled with its history of conflict (armed rebellion, cattle rustling, resources-based and cross-border conflicts) expose poor people to extreme vulnerabilities. Women and girls are most affected with the increased burden of care and Sexual and Gender Based Violence (SGBV). This will require that AAIU increases its awareness and response to various vulnerabilities as it designs and implements its program interventions. While women and youth constitute the greatest percentage of the population, their participation in leadership and governance processes is still limited. Any poverty eradication intervention in Uganda will have minimum impact if it does not target women and youth and the inherent challenges reflected in the context. Injustices against women and girls including SGBV offer opportunity for AAIU to work with women, girls, communities, formal and informal institutions of justice to combat women rights violations.

The growth of the private sector presents opportunity for policy advocacy, modelling development alternatives and resource mobilization to support our poverty eradication and rights agenda. It also presents an opportunity to promote social entrepreneurship and mutual accountability across the multiple stakeholders including the private sector. Addressing the existing challenges in consolidating democracy, eliminating all forms of inequalities and injustices, and promoting a human rights culture will form the core of our work. We will also play a watchdog role on the state not to renege on its duty in regulating the private sector behaviour and practices that are exploitative.

The civil society working within restrictive legal and regulatory framework provides a challenge in building and sustaining rights' holders capacity for collective action for socio economic transformation. The youth movement is still at its nascent stage of development with their agenda largely defined by parochial interests. However, they have very high potential that needs to be harnessed to contribute to shaping the development and rights agenda and the future of the country. The women's movement has been weakened by the struggle over resources, leadership and governance challenges which affect its ability to coalesce and champion the women's rights agenda. Despite these challenges, civil society remains very critical for providing alternative ideas, policy options to the anti-poverty agenda and in stemming off abuse of power by people in position of authority that sustain injustice. AAIU will build on its niche of supporting the civil society in Uganda to enable them to claim and use their spaces for attainment of social justice, and democratic and participatory governance.



Leya Chede is a member of AAIU's Adult Literacy Reflect Programme in Pallisa that helped start a Community Seed-Bank which secures adequate food supply to her community

WHO WE ARE

2.0 WHO WE ARE

2.1 Our Identity

We are an affiliate member of the AAI federation. Our relationship with the international organisation is built on the foundation of interdependence and mutual accountability that requires a balance between self-rule and shared rule. AAIU transformed from being a branch of ActionAid UK to a national organisation registered in Uganda in 2006 with functional governance structures in the form of a national General Assembly and a Governance Board. In 2010, AAIU became the first member of the AAI federation to complete the integration with MS following the admission of MS Denmark to the AAI federation. The integration with MS has increased our programming scope and funding potential.

We have been operating in Uganda since 1982 and have presence in all the regions of Uganda. The focus of our interventions have over the years shifted from the manifestations of poverty to the structural causes of poverty and injustice within a rights based framework.

We are uniquely rooted, working directly with people living in poverty and their organisations over a long period of time - mobilising, strengthening and connecting them to other solidarity platforms and campaigning with them to challenge the structural causes of poverty and injustice. We take sides with the poor and excluded in their struggles against poverty and injustice.

2.2 Our Vision

“A world without poverty and injustice in which every person enjoys their right to a life with dignity.”

2.3 Our Mission

“To work with poor and excluded people to eradicate poverty and injustice.”

2.4 Our Values

- **Mutual Respect**, requiring us to recognise the innate worth of all people and the value of diversity.
- **Equity and Justice**, requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion.
- **Honesty and Transparency**, being accountable at all levels for the effectiveness of our actions and open in our judgments and communications with others.

- **Solidarity with the Poor**, powerless and excluded will be the only bias in our commitment to the fight against poverty.
- **Courage of Conviction**, requiring us to be creative and radical, bold and innovative – without fear of failure – in pursuit of making the greatest possible impact on the causes of poverty.
- **Independence** from any religious or party-political affiliation.
- **Humility** in our presentation and behaviour, recognising that we are part of a wider alliance against poverty.

2.5 Our Theory of Change

The theory of change is informed by our context and the wealth of experience and knowledge built over the years of working on issues of poverty and injustice. Addressing structural causes of poverty and their manifestations requires responses that go beyond economic and material deprivation to include a change in attitudes, behaviours, practices and processes that form the bases of exclusion from political, social and economic opportunities and resources.

We believe that poverty and injustice can be eradicated when people are supported to discover and use their power and knowledge individually or collectively to confront power relations that perpetuate violence, conflict and vulnerability; build resilience to natural and man-made shocks; and expand spaces for civic engagement in decisions that affect them. Mobilising and connecting the agency of people living in poverty through education and mass media is critical in creating rights awareness. It also generates pressure on all people in the private and public spheres to shift attitudes and behaviours and become more inclusive, and open minded to committing to promoting gender equality and respect for human rights.

2.6 Our Approach

Our approach is based on a theory of change that puts people at the centre of development by advancing people centred alternatives, strengthening their voices and civic actions to tackle root causes of poverty and injustice and building their resilience and capacity to respond to vulnerabilities. Our way of working will be defined by:

2.6.1 The Rights Based Approach

A human rights-based approach will define our way of working. We will build on the progress made during the last strategy period and focus on building and deepening understanding among staff, partners, supporters, and rights holders that eradication of poverty and injustice can only happen if the rights of the poor and excluded people are protected, promoted and fulfilled - recognising that they hold these rights by virtue of being human. We will invest more in changing attitudes and behaviours across gender, geography, ethnicity, race, religion, class or political affiliation to address structural issues of power and patriarchy that create obstacles to realisation of human rights. Our role will be to empower rights' holder and their organisations, build solidarity between

rights' holders and allies locally and internationally, and support campaigns to hold the state accountable to the poor and excluded people. We will support poor and excluded people to organise and mobilise for action, build capacity, develop rights awareness and, become conscious of their marginal position and the underlying reasons. We will campaign alongside rights holders for structural change, act in solidarity and mobilise others – sponsors, supporters and duty bearers to align to the struggles of poor and excluded people. Where we directly support rights' holders to meet basic needs, we will only use this to empower them to organise, build analysis and pilot alternatives but not as the end point of our work.

2.6.2 Deepening Partnerships

Aware of the complexity in challenging unequal power and injustice and the resistance that may be encountered in the fight for a just and fairer world, we will build and mobilise a critical mass of activists and supporters to work in solidarity with the poor, their organisations and all other stakeholders. Through movements, coalitions, networks and alliances we will magnify the voices of the poor and marginalised in the fight against poverty and injustice. In selecting whom we work with we will be guided by principles of mutual respect and clarity of purpose which is aligned to our vision, mission and values. Our partnership approach is premised on recognition of the need for mutual accountability including appraisals to monitor values and principles; a commitment to demonstrate impact of our actions; and mobilising and organising rights holders and supporters to challenge unequal power and injustice. We will strengthen the capacity of organisations of rights holders, helping to promote cross learning and respecting their autonomy. We will also support linking these organisations into networks, platforms, alliances and movements as a way of supporting the growth of a broad and powerful movement for change. We will work with rights holders and solidarity networks and alliances to hold Government and private sector accountable and at the same time strategically supporting them to play their role.

2.6.3 A focus on Women's Rights

We have an explicit focus on the rights of women and girls in all our work. This focus is based on our learning over the years that gender is a universal predictor of poverty and that the underlying causes of poverty and injustice are gendered. Women suffer inequalities in access to and control of production resources, in political participation and are more vulnerable in emergencies and conflicts. They also shoulder the burden of care at household and in communities. The sexual and reproductive health rights of women and girls are violated due to power imbalances within households, communities and institutions. On the other hand we have also seen the powerful transformative effects of advancing women's rights. We will support mobilisation efforts, solidarity networks and movements including men that protect and promote the safety of women and girls in public and private spheres. We will ensure that women's rights cut across all our programmes, institutional areas and ways of working. We will work with women and girls to build their power to achieve their rights.

2.6.4 Working with Youth and Children

The majority of Uganda's population is youthful and any effort for change that doesn't involve them may not be sustained. The youth and children will be key constituents in all our work. We will build the capacity of the youth and children to challenge human rights violations, help them to acquire knowledge, confidence and analytical skills to organise and run campaigns and support their organisations locally and nationally while linking them to global movements for change. We believe that if mobilised and supported in building civic awareness and action, the youth and children can help shape a more democratic, equitable and sustainable world.

We will invest in working with young women and men, boys and girls to create an opportunity for raising issues of gender equality and power relations at an early age to prepare a generation that respects and protects the human rights of both women and men. In the communities where we work we will engage with teachers, parents, children and allies to ensure that children rights are ensured, preserved and protected. We will mobilise communities to challenge practices that create and sustain vulnerabilities of children that lead to abuse in the home, within communities and at school.

2.6.5 Use of Participatory Methodologies

Respect, promotion and enforcement of human rights can only be achieved and sustained when those whose rights are denied are at the forefront of holding those who have a duty to do so accountable. We will use our experience in participatory methods to support poor people and their organisations to engage in the struggle of claiming and enforcing their rights. We will apply participatory vulnerability analysis in all our programme areas of work. We will also promote the use of methodologies like REFLECT and STAR to mobilise poor people to understand their conditions and build solidarity networks, and take action to change their condition. We will deepen participatory review and reflection processes in ways that enhance mutual accountability, learning, building knowledge and promote critical reflection of our own systems and methods of work.

2.6.6 Working beyond the Local

Addressing structural causes of poverty will require engagement of those who hold the power to decide, wherever they are located and positioned. We will move beyond geography to link our work with people, groups and movements in order to amplify the voices of the poor and increase the pressure for change. Our role will be to strengthen the capacity of poor people and their organisations and help them build solidarity with other groups, alliances and movements beyond their locality. We will work with excluded groups and their movements to build evidence, create awareness on their conditions, mobilise them to challenge all forms of injustice and build resilience.

At the local level we are uniquely rooted in communities where we develop and implement long-term programmes over a 10 year period based on our constituents' experiences, knowledge and resources, thus allowing room for a greater impact of our work.

We use participatory approaches, carryout action researches, model development alternatives to poverty eradication and justice, and document evidence to support our policy advocacy and campaign work at local, national and international levels. These programmes are referred to as Local Rights Programmes.

2.7 Lessons from CSP III

The last strategy focused on six thematic priorities - women's rights, rights to education, food rights, human dignity in the face of HIV/AIDS, right to just and democratic governance and right to human security in conflict and emergencies. According to the external strategy review of 2010 and thematic reviews, some of the key achievements resulting from the implementation of CSP III include:

- Increased awareness on rights of women, girls and poor communities were raised through REFLECT, STAR and PVA which enabled them to access and benefit from programmes like NAADS, and access to the legal aid and justice system. We recorded evidence of women claiming their rights to land, participating in decisions that affect their lives and taking on leadership positions. There were also significant changes in the conditions of women and girls arising from increased household incomes, food availability, improved shelter and access to social services.
- Groups of women at community level united to form issue-based coalitions and links to networks at district and national levels to advance for their rights.
- Awareness creation and campaigns have recorded some gains in changes in the attitude of men in support of women and girls' rights. For instance, in Pallisa, Mubende and Nebbi districts, men were mobilised to support women and girls to claim their rights within formal and informal spaces. The resulting demands from rights holders and the responsiveness of public officers and other stakeholders made it possible for perpetrators of rights violations against women and girls to be prosecuted.
- There are a number of successful models such as the Non-Formal Education (NFE) and the One-stop Women's Rights Centres that have generated evidence and informed policy debates and processes. The One-stop Women's Rights Centres have generated evidence on the strong links between HIV/AIDS infections and gender based violence and provided avenues for collaboration between different Government institutions and civil society. This model has increased demand for roll-out and discussions with donors and relevant Government institutions are on-going to consider the possibility of replication.
- A number of laws and polices including Education Act 2008, Domestic Violence Act 2010, National Development Plan 2010, food security ordinances and by-laws were enacted resulting from our efforts and those of our partners and other stakeholders in policy advocacy and campaigns.

Key challenges encountered during the strategy implementation including:

- Slow processes in generating results from advocacy work because of the need to change attitudes, practices and behaviours which take time and require patience, protracted and long term investment;
- Inadequate capacity of partners to deliver on partnership promises due to high rate of staff turn-over, dependency on ActionAid funding and internal governance challenges;
- Incomplete documentation process which undermined capturing potential good practices, documenting evidence for policy advocacy, campaign, fundraising and profiling of the organisation;
- Inadequate monitoring and evaluation capacity and design which focused more on monitoring processes rather than outcomes and impact.

Summary of key lessons from the last strategy that have informed this current one are:

The understanding and deepening of rights based programming has evolved and deepened our analysis of poverty and inequality. Building capacity of poor people and their institutions on rights based programming has remained a core expectation for AAIU. Developing a common understanding of RBA among staff, partners, rights holders and other stakeholders has taken time, patience and will require a careful development of indicators and milestones to measure success during its implementation in the next strategy period across areas of advocacy, campaigns, and programme.

AAIU's partnership approach has strengthened networking and alliances amongst various stakeholders through referral arrangements and platforms for sharing experiences and advancement of work beyond the individual partner levels. Partnerships can and have provided an effective way of building coalitions and alliances and propelling poor people's voices in fighting poverty and injustice. Focusing on strategic partnerships which can create useful spaces for awareness raising and facilitate civic mobilization of rights holders and duty bearers to deal with issues of power, patriarchy which cause and sustain poverty and injustice is at the centre of a successful partnership approach.

While attempts were made to develop alternative models across the CSP III theme areas of focus, to build evidence to influence policies, laws and practices at the local and national levels, a more rigorous approach in the design, implementation and documentation of our models is fundamental to enhance prospects for buy in and roll out by other stakeholders especially by Government.

A focus on six thematic areas was relevant in Uganda's context but created risks of lacking depth and over-stretching existing resources. The need to narrow, integrate and deepen our work for greater impact has become more evident.

AAIU would have been better placed to assess the impact of its work with a well

articulated and functioning M&E framework up to the level of partners and communities actively engaged in its development and update. More investment in designing output, outcome and impact indicators with clear baselines, milestones and targets for measuring our work and organisational priorities is important.

During CSP III, efforts to enhance organisation capacity for change of management were useful learning points for staff and partners. Investment in building mechanisms to celebrate success and to monitor performance is a desired expectation for an efficient and effective organisation.



Jowita received support from ActionAid's Women's Rights Centre in Mubende to get her land back

Photo: Kristina Just/ActionAid

OUR MISSION PRIORITIES

3.0 OUR MISSION PRIORITIES

The mission priorities have been developed within the context of AAI strategy priorities but are also building on our national and local contexts informed by a consultative process with rights holders and other stakeholders, various local, national and international reviews during CSP III implementation and a contextual analysis of the political, social and economic factors.

The three programme focus areas for the next six years shall be: women rights and gender equality, sustainable livelihoods, and participatory democracy and governance. The rationale for the choice of these three areas is premised on the need to narrow the focus and maximise programme synergy; deepen interventions in the areas where we have distinct competence; and respond to critical areas informed by our context for greater impact on poverty.

3.1 Programme Focus Area1: Women Rights and Gender Equality

The analysis of the poverty context and gender inequality by AAIU is based on the grounds that poverty is aggravated by unequal power relations, patriarchy, injustice and exclusion as key driving factors to women and girls vulnerability. The analysis goes beyond material needs to include issues of one's position in society. Today, thousands of women in Uganda still live in conditions of abject deprivation of and attacks against their fundamental human rights because of their gender. Abuses against women and girls are relentless, systematic, and openly condoned. Violence and discrimination against women and girls remain global social epidemics, despite progress made by the international and national women's movement in identifying, raising awareness about, and challenging impunity for women's human rights violations.

In the past two decades, AAIU has made significant strides in advancing the women's rights agenda at local, national and international levels by raising consciousness on rights; supporting basic and strategic needs of women and girls; and advocating for gender responsive policies and legislations. It is these achievements that this strategy seeks to build on. However traditional and widespread societal discrimination against women and girls continue despite legal provisions and interventions to eliminate abuse, change attitudes and perceptions about women and girls. Persistent patriarchal and harmful religious, social and cultural beliefs and practices like female genital mutilation, bride wealth, widow inheritance, wife battering, forced early marriages, defilement, rape and sexual harassment remain overwhelming obstacles to the realization of rights and dignity of women and girls in Uganda.

Women's role as traditional care givers has also continued to undermine their rights to decent work, health, education, and political organisation. These violations have

reinforced gender inequalities and limited women and girls' access to opportunities in employment, production and leadership.

While evidence has shown that women have been key players in the productive chain and social well being, their position of power and control over productive resources and decisions that affect their ability to explore their full potentials has negative implications for sustained social, political, and economic transformation of the country and needs to be reversed.

Strategic Objective 1

To support 40,000 Women and 7,000 girls in Uganda to claim and defend their right to: sexual and reproductive health; a life free of violence; and to gain control over their lives and productive resources.

The focus will be on the promotion of women's sexual reproductive health rights, combating gender based violence in private and public spaces, women's unpaid care work, ownership and control over productive resources. We shall strengthen local, national and international linkages between women, their actions and organisations.

Key Outcomes

- i. Increased public (men, women, youth, and children, formal and informal institutions) awareness and change in attitude and behaviour on recognition of women's rights leading to greater safety and freedom from violence for women and girls at local and national levels;
- ii. 37,000 women, 7,000 girl children and 3,000 female youth and their organisations at local and national levels are aware, claiming and defending their sexual and reproductive health rights;
- iii. 13,000 women and their organisations in areas where we work are aware, claiming and defending their rights to access and control productive resources;
- iv. 15 women rights organisations in areas where we work are mobilised and supported to advocate for increased resourcing and responsiveness of formal and informal institutions of justice at local and national levels to women rights issues;
- v. 15 women rights organisations in the areas where we work are mobilized and supported at district and national levels to influence the formulation, implementation and review of gender responsive policies, laws and practices; and
- vi. 15 women rights organisations are mobilized, supported and linked to networks, coalitions, alliances and movements at local, national, cross-border, sub-regional, regional and international levels to increase their voices to secure their rights.

Key Actions

- i. Raise public awareness on women's rights through skills and knowledge building, human rights training, REFLECT and women rights fora to influence positive change in attitudes, behaviours and practices. The interventions will target women,

girls, boys, men, and youth, formal and informal institutions for behavioural and attitudinal change;

- ii. Support and strengthen the mobilisation and organisation of women, girls and their groups through print, audio and social media, coalitions and solidarity networks at all levels as platforms to enable women and girls claim, defend and enjoy their sexual reproductive health rights;
- iii. Build evidence on women rights violations including unpaid care work through collaborative action research with academic and other institutions, test case litigation and alternative models to inform advocacy and campaign agendas;
- iv. Support the roll-out of one-stop women rights centres to five new areas to ensure timely response to issues of gender based violence through effective collaborative justice mechanisms;
- v. Advocate for the design of gender responsive policies and laws including cultural norms and implementation of existing laws that criminalize gender based violence such as Domestic Violence Act (DVA), Female Genital Mutilation (FGM) Act, and Trafficking in Persons' (TIP) Act through campaigns, economic literacy and budget advocacy;
- vi. Work with other civil society organisations to support and monitor Government performance on policies, action plans, manifestos and compliance to international instruments that promote, respect and secure women rights;
- vii. Develop, support and advocate for initiatives that enhance women's participation in decision-making processes and access to, ownership and control over productive resources, including land and seed; and
- viii. Support campaigns to resist and reform religious and cultural practices that undermine girls and women's rights through linking local actions to national and international level spaces and solidarity movements.

3.2 Programme Focus Area 2: Sustainable Livelihoods

Securing sustainable livelihoods is a key element of our poverty eradication agenda from a human rights perspective. It builds from understanding vulnerabilities that undermine the realization of human rights whether they are created by nature or human activity or behaviour. Based on lessons from past work on human security, women's rights, HIV/AIDS, education, governance and food rights in the last strategy, we believe that using a vulnerability analysis is important in bringing people at the centre of development. The main issues of vulnerability in Uganda are related to poverty, lack of productive assets, disruption of social safety-nets, ill-health, illiteracy, under- and un-employment, inadequate information on opportunities and alternatives to livelihoods, powerlessness and disability. Shocks from climate change, conflicts and earthquakes have exacerbated existing vulnerabilities.

Strategic objective 2

To promote alternatives to secure the right to better and sustainable livelihood for 41,800 people living in extreme vulnerabilities.

The focus will be on food security, climate change adaptation, conflict prevention and peace building, emergencies response and livelihood recovery, land rights, access to markets and seed, issues around urban poverty and youth unemployment. We shall strengthen local, national and international collaborations around the identified areas to leverage bigger voice for attainment of sustained livelihoods.

Key Outcomes

- i. Organisations of women, youth and smallholder farmers aware and engaged in formulation, implementation and monitoring of national development strategies and sector plans and policies that address livelihood issues;
- ii. 20 organisations of small holder farmers, women and youth are mobilised and supported to influence formulation, implementation and review of policies, laws and practices that are responsive to sustainable livelihoods
- iii. 41,800 women, youth and smallholder farmers in 10 districts mobilized and adapting to climate change effects, involved in conflict prevention and peace building, having diversified sources of livelihoods and making informed choices on markets seeds, and food security;
- iv. 4 organisations working on issues of urban poverty are supported to mobilise urban poor women, youth and men to monitor and demand for delivery of livelihood options in urban settings; and
- v. 20 organisations of women, youth and smallholder farmers mobilized, strengthened and linked to networks, coalitions, alliances and movements at local, national, cross-border, sub-regional, regional and international levels to increase their voices to secure their rights to sustainable livelihoods.

Key Actions

- i. Mobilize women, youth and smallholder farmers and raise their awareness on food rights, climate change adaptation, conflict prevention and peace building, land rights, access to markets and seed through REFLECT, PVA, social and mass media at district and national levels;
- ii. Build and strengthen the capacity of women, youth and smallholder farmers in adaptation measures, alternative livelihood, agricultural marketing conflict prevention and peace building through early warning and early response systems, emergencies response, resource mobilization, diversifying livelihood sources, market information and post harvest handling;

- iii. Respond to emergencies to save lives and mobilise survivors to demand for Government interventions;
- iv. Build evidence on sustainable livelihoods through collaborative action research with academic and other institutions, test case litigation and alternative models to inform our and partners advocacy and campaign agendas;

Support for organisations working with urban poor in Kawempe division to mobilise urban youth, women and men to monitor delivery of public services and demand for improvements; and

- v. Support organisations, networks and groups of women, youth and smallholder farmers at all levels to increase their voices in policy formulation, implementation and monitoring initiatives on climate change, conflict resolutions, emergencies response, agricultural financing and trade to realise their rights to sustainable livelihoods.

3.3 Programme Focus Area 3: Participatory Democracy and Governance

Participatory democracy and governance is critical in delivering sustained benefits of poverty eradication interventions and guaranteeing a human rights culture. There are risks of reversing achievements made so far in poverty eradication efforts if no investments are made in promoting participatory democracy and governance with people at the centre and participating in making decisions that affect them. Endemic corruption, abuse of power, ineffective public institutions, limited civic participation and inadequacies in the legal and policy frameworks increase vulnerabilities for people struggling to get out of poverty.

This strategy builds on lessons from civil empowerment and accountability initiatives for mobilising communities and building their civic competence to participate in decision making; promote accountability mechanisms of public institutions; increase access to justice for women and engage in legislation reforms and policy advocacy at different levels.

Strategic objective 3

To support women, youth, communities and their organisations at local and national level to build resilience, engage public officials and institutions to respect civil liberties and be accountable for provision of quality and timely social and judicial services.

The focus will be on improving governance in delivery of social services, promoting civic participation and build resilience to emerging threats in the context, and improving accountability of state and non state actors. We shall use the local and national initiatives to inform and learn from regional and international efforts to improve the quality of governance.

Key Outcomes

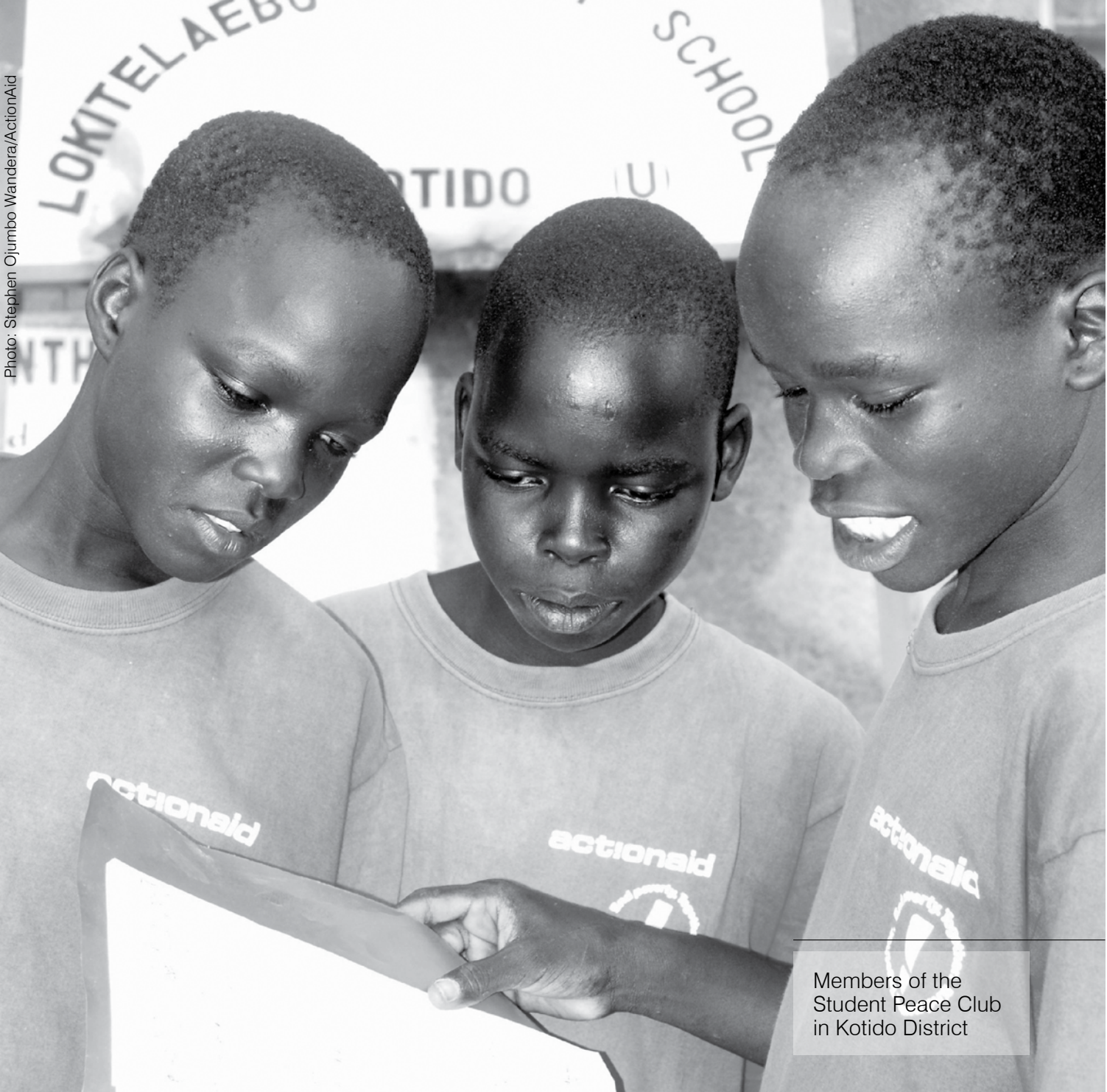
- i. 730 oversight groups in 31 districts and 5 organisations at national level are supported to mobilise men, women and youth to create awareness about their civic rights and responsibilities and build capacity in holding Government, donors, NGOs and private sector accountable on decisions that affect them;
- ii. 15 coalitions, networks and platforms of women and youth at local, national level are aware of their rights and demanding for action from duty bearers;
- iii. 126 community watch groups and child advocacy initiatives are actively monitoring and holding basic education management and governance structures accountable and raising issues to inform policy advocacy at all levels;
- iv. Rights holders and their organisations in 31 Districts and 5 national organisations are supported to influence the formulation, implementation and review of policies, laws and practices that facilitate the entrenchment of a just and democratic culture;
- v. AAU and partners are generating evidence and knowledge and effectively engaging on issues of agriculture and food security, conflict resolution, oil governance, climate change adaptation, access to justice for women and learning outcomes in schools; and
- vi. Rights holders and their organisations in 31 Districts and 5 national organisations are mobilized and supported to build linkages with other organisations, networks, coalitions alliances and movements at local, national and international levels to amplify their voices in promoting just and democratic governance.

Key Actions

- i. Mobilise and build the capacity of the youth groups, women groups, community watch groups and justice seekers, to challenge human rights violations, develop resilience mechanisms and monitor performance on its commitments and mandates;
- ii. Support communities to influence and meaningfully engage in decision making processes through public dialogues and hearings and working collaboratively with local and central governments;
- iii. Support the creation and strengthening of existing leadership fora for children, women and youth at local and national levels to develop their confidence, build leadership, influence governance processes and link with global initiatives;
- iv. Strengthen solidarity among children, women, youth, justice seekers, over sight groups and other stakeholders for common action through social, digital, electronic and print media;
- v. Build evidence and strengthen our knowledge base and that of our partners in oil governance, policy and legislative environment for civic engagements, promoting rights in schools, electoral processes and corruption for policy advocacy through

alternative models, action research and linkages with research and academic institutions;

- vi. Support and strengthen community watch groups and child advocacy initiatives to hold school management structures accountable for effective utilization of resources and increased accountability at all levels; and
- vii. Strengthen local, national, sub-regional, regional and global linkages using existing platforms like APRM, NEPAD, IGAD, EAC, AU, WTO, European Economic Community, and Global Campaign on Education to articulate issues that contribute to improvements in national, regional and global governance.



Members of the Student Peace Club in Kotido District

OUR INSTITUTIONAL PRIORITIES

4.0 OUR INSTITUTIONAL PRIORITIES

4.1 Funding Our Strategy

AAIU and its partners will need an adequate and sustainable resource base to fully implement the aspirations of the strategy for the period 2012-2017. Our focus will be on diversifying income sources, products and donors in order to safeguard our independence and increase our opportunities to influence donor policies and improve aid effectiveness. The decision taken by AAI to prioritize funding for new and smaller members and the effects of the global financial crisis have limited the scope for older members to expand regular (sponsorship) income. Based on this understanding our funding plans will focus on maintaining our current supporter base for regular giving and harnessing capacity to grow and diversify income from institutional donors, Trusts, Foundations and individuals. In addition, we will invest in mobilizing resources locally from institutional donors, the private sector and explore potential for regular giving in-country. Achieving these aspirations will require improvement in our communication and accountability to our supporters, partners and communities. This will require additional efforts to attract new audiences by creating more awareness about our theory of change and encouraging them to get involved as activists and supporters for justice and the fight against poverty. During the strategy period, we will work towards achieving the following three objectives:

Strategic objective 4

To ensure that the proportion of non regular giving income is more than 40% of total income within the strategy period.

Key Outcomes

- i. Diversified income sources, products and donors leading to increased funding that is responsive to CSP IV mission and organisational priorities; and
- ii. Improved accountability to our supporters, communities and other stakeholders through improved programme quality and effective management of contracts, leading to increased organisational visibility/profile.

Key Actions

- i. Maintain current funders/supporters and build relationships with potential supporters through better contract management, effective communication, timely and quality reporting; and ensuring value for money by promoting our ALPS practices and standards;
- ii. Develop staff and partner capacity in fundraising through targeted professional training in resource mobilisation, contracts management, tendering and development of quality proposals; and

- iii. Conduct timely donor intelligence, dialogues and interactions to increase awareness of our programmes and build the organisation's credibility and profile.

Strategic objective 5

To maintain our regular giving supporter-base at 19,000.

Key Outcomes

- i. Supporter-base maintained at a minimum of 19,000 through meeting accountability expectations of supporters, communities and other stakeholders; and
- ii. Improved programme quality responsive to children needs and priorities.

Key Actions

- i. Service our regular givers with timely and quality communication and reports;
- ii. Document and communicate the impact of regular givers' contributions to the fight against poverty and inequality;
- iii. Strengthen our programming to demonstrate links between our work and the impact on children as the next generation of active promoters of a human rights culture; and
- iv. Build staff and partner capacity to effectively and efficiently manage the sponsorship mechanism that is responsive to the accountability expectations of the supporters, communities and partners, and strengthen linkages with our supporters as activists for positive change.

Strategic objective 6

To develop capacity to mobilise resources in-country to at least 10% of total income in the strategy period.

Key Outcomes

- i. Lessons from a pilot on local regular giving income documented to inform future fundraising decisions and practice; and
- ii. Increased portfolio of income raised in-country.

Key Actions

- i. Pilot a regular giving income model in country based on lessons from other southern affiliates like Brazil and India and invest in communications and local mobilisation to build profile and awareness of the model;
- ii. Reach out to new audiences by exploring and tapping into the private sector and local philanthropy;
- iii. Improve documentation and profiling of our work locally;

- iv. Explore working through consortium arrangements with other CSOs based on demonstrated potential for increased resource mobilization and programming; and
- v. Build staff and partner capacity and confidence in articulating our theory of change and marketing of best practices to the public.

4.2 Managing Our Finances

Improving management of our finances is critical to the realization of CSP IV aspirations. Our efforts will be directed towards achieving value for money, improving relations with internal and external stakeholders and meeting accountability expectations. We will continue to strengthen our internal systems, policies and practices to build cost consciousness, improve contract management and the control environment, and meet reporting requirements. We will therefore work to achieve the following objective:

Strategic objective 7

To improve financial management across AAIU units and partners in line with internal and external accountability and reporting expectations.

Key Outcomes

- i. Management, staff, communities and partners are effectively participating in budgeting and planning processes for increased accountability and transparency;
- ii. An effective financial management framework and system including internal controls, policies, and risk management for decision making at all levels of the organisation; and
- iii. Timely and quality financial reports prepared and widely shared with all relevant stakeholders to meet our accountability expectations.

Key actions

- i. Build capacity of board, staff, partners and communities to participate actively in planning and budgeting processes;
- ii. Regularly review and update financial systems, policies and practices to achieve efficiency and effectiveness in the delivery of our strategy expectations;
- iii. Support board, staff and partners to produce timely and quality reports and meet other internal and external communications requirements; and
- iv. Support and improve the internal control environment by constantly undertaking risk assessment and mitigation, as well as timely review and implementation of audit recommendations.

4.3 Building Our Human Resource and Organisational Capacity

Our commitment to deepen our human rights programming, measure our impact and respond to multiple accountabilities while maintaining awareness of the changing context will require a team with the knowledge, skills and motivation to deliver the organisation's mission. This will also require a review of the organisational structure, culture, systems, skills and competencies of staff. Basing on learnings from CSP III, we will focus on investing in staff to address issues of motivation, performance management, capacity and address issues of recruitment, induction and retention.

In order to address the above organisational issues and ensure efficiency and effectiveness in the delivery of CSP IV priorities, our focus will be to achieve the following objectives and outcomes.

Strategic objective 8

To recruit, induct and retain a skilled and motivated workforce that is effective in delivering the aspirations of the strategy.

Key Outcomes

- i. Skilled, knowledgeable and motivated staff with the right attitude to efficiently and effectively deliver on the organisational strategic objectives; and
- ii. An effective, gender sensitive and balanced leadership team that is inspiring, value-based, decisive, accountable and facilitates an enabling organisational culture.

Key Actions

- i. Assess staff profiles and numbers; align them to the strategy's human resource requirements and fill the identified staffing gaps;
- ii. Develop and implement staff capacity building initiatives including a comprehensive induction, training and development plan;
- iii. Develop and implement a performance management system with fair and transparent rewards and sanction mechanisms;
- iv. Periodically review terms and conditions of staff including implementation of the work-life balance charter to enhance staff motivation; and
- v. Build a core team of effective leaders and technically competent staff across the organisation in line with the strategy's aspirations with a particular focus on promotion of women leadership.

Strategic objective 9

To strengthen the delivery structures, policies, systems and procedures to enhance organisational effectiveness in pursuit of the strategy priorities.

Key Outcomes

Organisational structures, policies, procedures and systems are responsive and supportive to the realisation of the strategy aspirations

Key actions

- i. Periodically review the organisational structure, policies, procedures and systems to improve organisational effectiveness and efficiency;
- ii. Support partners to enhance their capacity in areas such as organisational development, resource mobilization, climate change, HRBA, PVA, and DRR; and
- iii. Support the continuous review and implementation of our gender policy to promote women's leadership in the organisation and address workplace environment issues that negatively impact on women staff.

4.4 Communications and IT

During CSP IV period, Information Communication Technology (ICT) and communications will be at the core of our theory of change to influence public behaviour and attitudes for civic action against poverty and injustices that cause it. We will dedicate resources to the communications and IT functions to improve programming, mobilizing for social action and profiling our work. We will seek to achieve the following:

Strategic Objective 10

To increase visibility of our work by improving our relations with the media, engaging more with digital platforms, integrating documentation processes in programme implementation and facilitating community-based communication approaches.

Key Outcomes

A strengthened communications function that is able to enhance organisational profile and image by developing better relations with the media, supporting quality documentation, conducting advocacy campaigns and fundraising efforts and promoting local, national and international linkages and shared learning through innovative social media platforms, stories of change, teleconferencing, and publications.

Key actions

- i. Provide space for constant engagement with the media through media trips, events and contacts;
- ii. Facilitate communities in the development of communications platforms through

which they can raise their concerns on rights issues and secure public knowledge and awareness of the issues;

- iii. Support the documentation and dissemination of the impact of our work for accountability, fundraising and organisational visibility;
- iv. Review and implement the communications strategy to contribute to the achievement of our mission and organisational priorities; and
- v. Develop staff and partners' capacity in the effective use and management of information and communications technologies to optimise organisational potential and enhance effectiveness and impact.

Strategic Objective 11

To strengthen ICT systems and processes that will support effective and efficient implementation of the strategy.

Key Outcomes

- i. A strengthened and responsive ICT unit with capacity to support the IT needs of other units and functions; and
- ii. Improved staff ICT knowledge, skills and practices in order to improve overall programme quality.

Key Actions

- i. Invest in improving internet connectivity as a digital platform for knowledge management;
- ii. Strengthen the IT function with the necessary hardware and software to support the effective and efficient delivery of the organisation and mission priorities; and
- iii. Develop staff and partners' capacity in the effective use and management of ICT hard and software to optimise organisational potential and enhance effectiveness and impact.

4.5 Measuring Our Impact

Our commitment to measuring impact is central to increasing efficiency and effectiveness of our initiatives, meeting multiple accountability requirements and deepening shared learning that will influence change in attitudes and behaviours that impact on structural causes of poverty and injustices that sustain it. We will therefore invest in community and constituency-led monitoring and evaluation, in documentation of impact that reflect shifts in power dynamics and address women's rights, and in dissemination and internal use of the information for decision making and programming. We believe that an effective impact assessment and shared learning function will also enhance our credibility and visibility. Our promise will be:

Strategic Objective 12

To develop and implement together with partners a participatory results-based monitoring and evaluation framework that provides a basis for shared learning, accountability and decision making across all levels.

Key Outcomes

- i. A functional monitoring and evaluation framework for all Local Rights Programmes and at National level for assessment of progress towards the CSP IV objectives, drawing learnings to improve programme quality and meeting our multiple accountabilities;
- ii. Staff, partners and change-makers trained in result-based participatory planning, monitoring and evaluation and are using the skills, knowledge and attitudes gained to facilitate active involvement of different constituencies and communities in monitoring, reviews and evaluation processes;
- iii. A functional Management Information System (MIS) supporting the capture, analysis, storage and retrieval of data to support documentation, programme learning, reporting on our promises and providing evidence required for multiple accountabilities;
- iv. Critical reflection and learning among staff and partners and constituencies on models, evidence from collaborative action research, and experiences about our governance are documented and shared to strengthen policy advocacy, campaigns and resource mobilization; and
- v. Spaces that promote and strengthen shared learning amongst staff, partners, change-makers, trustees and our different constituencies are promoted and used.

Key Actions

- i. Develop, resource, and implement National and Local Rights Programme monitoring and evaluation framework in line with ActionAid International Global Monitoring Framework;
- ii. Develop and implement an effective Management Information System (MIS) to support the capture, analysis, storage and retrieval of data to facilitate reporting;
- iii. Pilot, document and share the recommendations of components of the new Action-Aid International M&E framework for review and adoption by members of the federation;
- iv. Conduct monitoring, reviews, and evaluation of all our programmes and develop and implement a rolling change-management-plan to improve the quality of our work;
- v. Document and share the impact of our work and governance processes to improve on our multiple accountabilities and support advocacy, campaigns and resource mobilization efforts; and

- vi. Build capacity of staff, partners and other agents of positive change to promote and support participatory planning, monitoring and evaluation practices including the use of transparency boards and community watch groups as mechanisms for sharing financial and programme information.

4.6 Our Governance

AAIU's Board will in the period 2012-2017 concretize the achievements made in attaining affiliate membership during CSP III by further strengthening its accountable and all inclusive governance environment. The establishment of the national General Assembly and governance Board has increased national ownership and engagement in decision-making processes of the organisation.

Sustaining participation and accountability to all stakeholders requires a functional, empowered, capable and dedicated General Assembly and national governance Board with working committees. This will require supporting capacity-building processes for all members of the national governance structures to enable them to effectively fulfil their mandate and ensure compliance to AAI membership agreements and national laws.

Strategic Objective 13

To provide oversight and strategic direction in ensuring that AAIU meets its CSP IV aspirations in line with statutory and membership requirements of the federation.

The national governance board of AAIU shall focus on enhancing the organisation profile and visibility, ensuring the achievement of mission, vision and compliance to organisational values, strengthening accountability and transparency and providing clarity on the principles upon which Action Aid International Uganda will be governed within the context of AAI and as a national NGO.

Outcomes

- i. National Board and General Assembly members are aware of their governance roles and responsibilities and are effectively exercising their oversight role in providing strategic direction at national and international levels;
- ii. Strengthened accountability and transparency systems, processes and relationships consistent with the organisation's vision, mission and values; and
- iii. The impact and brand of AAIU is more visible at local, national and international levels.

Key Actions

- i. Support the AAIU governance structure to actively contribute towards national and international governance of the AAI federation and participate in other organisation-wide processes such as campaigns, reviews, General Assembly meetings, Board to Board exchanges and fundraising initiatives;

- ii. Enhance the capacity of the Board and General Assembly members through induction, exposure and learning visits, Board-to-Board international exchanges, knowledge sharing networks, participation in programme activities and customized training to enable them to effectively fulfil their mandate;
- iii. Facilitate the AAIU governance structure to promote AAIU's image and visibility through participation in AAIU programmes and shared learning events and, representation in external fora; and
- iv. Support Board performance assessments through annual governance reviews and Board development plans.



Member Ajok Otici
Reflect Circle in
Lamogi Sub-county –
Amuru District

Photo: Stephen Ojumbo Wandera/ActionAid

APPENDICES

5.0 APPENDICES

5.1 Risk Matrix for CSP I

| RISK | | | | RISK MANAGEMENT | | | | Net risk | |
|-----------------|---|------------|-----------------|-----------------|---|---------------|----------------|--|---|
| Impact Analysis | | Gross risk | | Strategy | | Action plan | | | |
| Risk areas (A) | Risks identified (B) | Impact (C) | Probability (D) | Gross risk | Current Action / Policies (E) | Effectiveness | Risk Owner (F) | Action Plan (G) | |
| 1. Programme | Increased government and other stakeholders' interference by stifling the policy space through intimidation, threats, marginalisation which may hinder citizen participation for collective action. | H | H | H | <ul style="list-style-type: none"> Raise awareness and support rights holders, watch groups to conduct risk analysis and design mitigation measures for advocacy work Work with existing organisations networks, coalitions and alliances to harness collective power and influence positive change. Direct engagement with duty bearers as agents of change | M | PD & CD | <ul style="list-style-type: none"> Develop an information, education and communication strategy for all advocacy work and civic education. Develop and design campaign strategy to address all forms of government and other stakeholders' interference. Strengthening coalitions and networks for participatory planning, stake holder analysis, implementation, monitoring and evaluation of campaigns. | M |
| | Absent and non-responsive legislation and policies may lead to failure to achieve programme objectives | H | H | H | <ul style="list-style-type: none"> Mobilise other CSO's to engage government institutions for a more responsive legislative and policy environment | M | PD | <ul style="list-style-type: none"> Implement models that build and document evidence on policy gaps Identify and develop campaign strategy for all existing policy gaps for all programme areas | M |

| RISK | | | | RISK MANAGEMENT | | | | Net risk |
|-----------------|---|------------|-----------------|-----------------|--|----------------|---|----------|
| Impact Analysis | | Gross risk | | Strategy | | Action plan | | |
| Risk areas (A) | Risks identified (B) | Impact (C) | Probability (D) | Gross risk | Current Action / Policies (E) | Risk Owner (F) | Action Plan (G) | Net risk |
| | Persistent resistance and rigid attitudes, social-cultural practises and ethnic biases may lead to failure to achieve programme objectives | H | H | H | <ul style="list-style-type: none"> Engaging with cultural and religious structures and other stake holders as agents of social cultural, economic and political transformation. Ensuring the application of participatory approaches to anchor our work. | PD, CD | <ul style="list-style-type: none"> Design sensitisation strategy for all stakeholders at all levels. Documenting social cultural practises and attitudes to inform our programming Work with government and other institutions to challenge the negative cultural and religious practices that perpetuate injustice and inequality. Implement civil awareness on the positive and negative elements of existing cultural and religious practices to facilitate debate and action to eliminate forms of injustice and inequality | M |
| | Climate change effects may increase vulnerability, negatively impacting on the achievement of our objectives on sustainable livelihoods, women rights and gender equality, and participatory democracy and rights based governance. | H | H | H | <ul style="list-style-type: none"> Strengthen civil society organisations, networks, alliances, and groups of women, youth and smallholder farmers to increase their voices in policy formulation, implementation and monitoring climate change adaptation and mitigation at local, national, sub regional and international levels. Direct engagement with duty bearers to put in place climate change resilience and adaptation plans at all levels. | PD | <ul style="list-style-type: none"> Mobilising women, youth and small holder farmers to raise awareness on food security, climate change adaptation, land rights, conflict prevention and peace building. Train women, youth and small holder farmers in Disaster risk reduction. Support government institutions and communities in disaster response and mitigation measures | M |

| RISK MANAGEMENT | | | | | | | Net risk | | |
|-------------------|--|---------------|----------------------------------|---------------|--|---|--------------------|---|---|
| RISK | | | Strategy | | | | Action Plan (G) | | |
| Impact Analysis | | Gross risk | Current Action / Policies (E) | Effectiveness | Risk Owner (F) | | | | |
| Risk areas (A) | Risks identified (B) | Impact (C) | Probability (D) | | | | | | |
| | Unsustainable management and depletion of natural resources, perpetuates vulnerability, inequality and inequity. | H | H | H | <ul style="list-style-type: none"> Mobilising and supporting communities to develop credible risk reduction capacity and resilience Build and strengthen the capacity of women youth and smallholder farmers in early warning and response systems, resource mobilisation, marketing information and post harvest handling. Mobilising and supporting communities to develop sustainable natural resource management practices and seek alternative livelihood sources. Sensitize communities to actively engage duty bearers to prioritise implementation of credible livelihood alternatives. Work with civil society organisations, networks, alliances, and other stakeholders at local, national, sub- regional and international levels to reduce vulnerability resulting from depletion and unsustainable management of natural resources Engage duty bearers to ensure sustainable natural resource management at all levels | H | PD | <ul style="list-style-type: none"> Mobilise other stake holders to address natural resource based vulnerability and support existing credible community based natural resource management practices including their replication to other areas. Create community awareness on sustainable natural resource management and advocacy. Mobilize stakeholders to campaign against policy decisions and practices that undermine sustainable management of natural resources. | M |

| RISK | | | | RISK MANAGEMENT | | | | Net risk |
|-----------------|---|------------|-----------------|--|---------------|----------------|--|----------|
| Impact Analysis | | Gross risk | | Strategy | | Action plan | | |
| Risk areas (A) | Risks identified (B) | Impact (C) | Probability (D) | Current Action / Policies (E) | Effectiveness | Risk Owner (F) | Action Plan (G) | |
| | Inadequate synergies and congruence between AAIU, partners and the community in terms of mission, values, capacity and constituency which impacts on programme quality. | H | M | <ul style="list-style-type: none"> Strengthen partner identification and appraisal process in accordance with the partnership policy Strengthening accountability across the various relationships between AAIU, partners, communities and other stake holders | H | PD | <ul style="list-style-type: none"> Implement participatory and transparent partner identification and reviews based on the partnership guidelines Conduct regular programme and financial audit support visits, training and PRPs Periodic public accountability fora at community. | M |
| 2. Funding | Changing funding agendas not aligned to programme priorities and contextual realities | H | H | <ul style="list-style-type: none"> Work with other organisations to influence the development aid agenda to be responsive to critical poverty and development priorities of recipients constituencies. Explore opportunities for mobilising resources locally to fund our strategy | M | DPF&S | <ul style="list-style-type: none"> Research on the existing and emerging conditionality and underlying factors that impact on development effectiveness. Mobilising other CSO's to engage with the aid agenda. Engaging with donor and sector working groups to influence sector plans and policies Piloting of local regular giving model | |
| | Increased competition for funding from donors due to proliferation of CSOs, change in funding regimes that may increase cost of fundraising and reduction in income | M | H | <ul style="list-style-type: none"> Improvement in programme quality Nurturing and sustaining relationship with donors and other organisations for joint programming and resource mobilisation Profiling the work of AAIU to increase our visibility | H | DPF&SPD, CD | <ul style="list-style-type: none"> Implement periodic programme monitoring, evaluation and reviews to increase cross-organisational learning, knowledge sharing and critical reflection. Conduct regular donor intelligence Attend sector/donor working group and joint programming meetings and events Organising donor, CSOs and other stakeholders' field visits. | M |

| RISK | | | | RISK MANAGEMENT | | | | Net risk |
|-----------------|--|------------|-----------------|---|---------------|----------------|---|----------|
| Impact Analysis | | Gross risk | | Strategy | | Action plan | | |
| Risk areas (A) | Risks identified (B) | Impact (C) | Probability (D) | Current Action / Policies (E) | Effectiveness | Risk Owner (F) | Action Plan (G) | |
| | | | | | | | <ul style="list-style-type: none"> Performance review meetings for ongoing donor funded programmes Documentation and disseminating the impact of AAJU work. | |
| | Low staff capacity and competences to understand dynamics of the aid architecture and position the organisation to leverage resources in a sustainable manner. | H | H | <ul style="list-style-type: none"> Targeted capacity building initiatives Performance management | H | DPF&S, HROD PD | <ul style="list-style-type: none"> Training staff in resource mobilisation, tendering, proposal writing, management of funding contracts and the aid architecture dynamics. Setting and reviewing performance targets on resource mobilisation | M |
| 3. Finance | Failure of partners and staff to adhere to the set financial, accounting and reporting expectations by both internal and external stakeholders may cause reputational risks to the organisation. | H | M | <ul style="list-style-type: none"> Capacity building for partners and staff on accountability expectation. Enforce performance management practice and culture across all levels of the organisation Set tone on compliance with all organisational policies/ procedures and deal with non compliance decisively | H | FD & CD | <ul style="list-style-type: none"> Capacity building for partners and staff Re-orientation and on job induction of all staff on the existing policy documents Funds disbursement based on "clean bill of health" issued by Internal Audit, finance and programme Management audit committee to continuously enforce good accountability standards | M |
| | | | | | | | <ul style="list-style-type: none"> Invoke the necessary disciplinary procedures to address performance gaps | |

| RISK | | | | RISK MANAGEMENT | | | | Net risk |
|--|--|------------|-----------------|-------------------------------|--|--------------------------|---|----------|
| Impact Analysis | | Gross risk | Strategy | | Action plan | | Net risk | |
| Risk areas (A) | Risks identified (B) | Impact (C) | Probability (D) | Current Action / Policies (E) | Risk Owner (F) | Action Plan (G) | | |
| 4. Human Resource and Organisational Development | High staff turnover may impact on the achievement of the mission and organisational related objectives. | H | M | M | <ul style="list-style-type: none"> Continuous assessment of the work environment, HR policies and staff performance to enhance staff motivation and recognise good performance Develop a responsive management action plan based on results from the climate survey and other processes | HROD & CD | <ul style="list-style-type: none"> Conduct regular staff climate survey Timely recruitment and induction Develop deliberate succession plans. Periodic review of terms and conditions of staff. Put in place a fair and transparent staff recognition system and mechanisms to celebrate success. Conduct exit interviews to generate information related to reasons behind staff departure | M |
| 5. Economic Risks | Failure to operate within approved budget due to rising costs of doing business may impact on the attainment of mission and organisation objectives. | H | H | H | <ul style="list-style-type: none"> Develop cost conscious guideline and promote a culture of cost consciousness across the organisation. Monitoring of budget performance reviews. Negotiation with the donors for possible adjustments to the budget to reflect the realities. | HOF, CD & Budget Holders | <ul style="list-style-type: none"> Conduct regular awareness and feedback meetings with staff on cost issues. Realistic/prudent budgeting, monitoring and reviews using lessons from monthly management accounts and other financial reports Avoid long term partnership commitments that are more than one year. Regular meetings and communication with the donors | M |
| | Uncertainty in budget management and control due to sporadic foreign currency fluctuations. | H | H | H | <ul style="list-style-type: none"> Prudence in fixing budget exchange rates. | HOF | <ul style="list-style-type: none"> Conduct regular exchange rate intelligence and assess the implications to inform budget exchange rate projections for plans and budgets Negotiate for competitive exchange rates with bankers. | |

| RISK | | | | RISK MANAGEMENT | | | | Net risk |
|-----------------|--|------------|-----------------|-------------------------------|--|----------------|---|----------|
| Impact Analysis | | Gross risk | | Strategy | | Action plan | | |
| Risk areas (A) | Risks identified (B) | Impact (C) | Probability (D) | Current Action / Policies (E) | Effectiveness | Risk Owner (F) | Action Plan (G) | |
| Political | Instability arising out of abuse of human rights, infringement on constitutional freedoms and non-responsiveness of duty bearers to the people's basic needs and aspirations may constrain HRBA work necessary to deliver on CSP IV. | H | H | H | <ul style="list-style-type: none"> Raise awareness and support rights holders, watch groups to conduct risk analysis and design mitigation measures to address human rights abuses and non-responsiveness of duty bearers. Work with existing organisations networks, coalitions and alliances to harness collective power and influence positive change. Engage with duty bearers to challenge abuse of power. | M | <ul style="list-style-type: none"> Track exchange rate movements on a monthly basis to enforce prudent cash-flow and budget management and assess impact on reserve position. Develop a strategy for continuous assessment of risks associated with HRBA work and develop mitigation measures based on changing context. Implement the staff security policy and regularly update the staff security contingency plans. Work in coalitions and networks to challenge abuse of power and to insulate against individual victimisation. | M |

NOTE:

- CD Country Director
- PD Programme Director
- HOF Head of Finance
- DPF &SP Director Partnership Funding and Sponsorship

5.2 Financial Projections for 2011 - 2017

| FINANCIAL PROJECTIONS 2012 - 2017 | | Years All Figures in £ '000 | | | | | | | | | |
|---|--------------------------|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| | | 75% | 56% | 53% | 51% | 49% | 47% | 45% | 45% | 44% | |
| | % Sponsorship | 25% | 44% | 47% | 49% | 51% | 53% | 55% | 55% | 56% | |
| Income | % Non Sponsorship | 2009 | 2010A | 2011P | 2012P | 2013P | 2014 | 2015 | 2016 | 2017 | |
| Regular Giving Income | | | 2830 | 2851 | 2,807 | 2,695 | 2,587 | 2,563 | 2,611 | 2,721 | |
| Non Regular Giving Income | | | 2269 | 2,487 | 2,664 | 2,797 | 2,937 | 3,084 | 3,238 | 3,400 | |
| Opening Reserve | | | 548 | 1,484 | 1,240 | 1,357 | 1,508 | 1,659 | 1,792 | 1,935 | |
| Total | | 4,025 | 6,822 | 6,711 | 6,849 | 7,032 | 7,306 | 7,641 | 8,057 | 8,057 | |
| Trend Analysis | | | 73% | 171% | -16% | 9% | 11% | 10% | 8% | 8% | |
| Average for 2010 to 2013 | | | 77% | 74% | 74% | 75% | 76% | 77% | 77% | 78% | |
| Expenditure | | | | | | | | | | | |
| Programme Costs | | | 3138 | 3,452 | 3,797 | 4,177 | 4,594 | 5,054 | 5,559 | 5,559 | |
| Support Costs | | | 527 | 601 | 630 | 593 | 593 | 593 | 593 | 593 | |
| Fundraising Costs | | | 420 | 462 | 508 | 559 | 615 | 676 | 744 | 744 | |
| Governance Costs | | | 128 | 141 | 155 | 170 | 187 | 206 | 227 | 227 | |
| Total | | | 4213 | 4,656 | 5,090 | 5,499 | 5,990 | 6,529 | 7,123 | 7,123 | |
| Support cost per unit per staff | | 8 | 6 | 7 | 7 | 8 | 8 | 8 | 8 | 8 | |
| %age Governance | | 2% | 2% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | |
| Programme Area Expenditure | | | | | | | | | | | |
| Prog Focus Area 1: Women Rights and Gender Equality | | 30% | 941 | 1,036 | 1,139 | 1,253 | 1,378 | 1,516 | 1,668 | 1,668 | |
| Prog Focus Area 2: Sustainable Livelihoods | | 28% | 879 | 967 | 1,063 | 1,169 | 1,286 | 1,415 | 1,557 | 1,557 | |
| Prog Focus Area 3: Participatory Democracy and Governance | | 36% | 1,130 | 1,243 | 1,367 | 1,504 | 1,654 | 1,819 | 2,001 | 2,001 | |
| M&E, Impact Assessment, Reviews, cross cutting | | 4% | 126 | 138 | 152 | 167 | 184 | 202 | 222 | 222 | |
| Partners Support Costs | | 2% | 63 | 69 | 76 | 84 | 92 | 101 | 111 | 111 | |
| Total Programme Costs | | 100% | 3,138 | 3,452 | 3,797 | 4,177 | 4,594 | 5,054 | 5,559 | 5,559 | |
| Human Resources Expenditure | | | | | | | | | | | |
| Projected staffing numbers | | 65 | 78 | 80 | 83 | 79 | 77 | 77 | 77 | 77 | |
| Projected Spend on staff training and development | | 27 | 23 | 26 | 30 | 31 | 30 | 30 | 30 | 30 | |
| Reserves | | | | | | | | | | | |
| Local Rights Program Level Reserve | | 338 | 592 | 744 | 814 | 905 | 995 | 1,075 | 1,161 | 1,254 | |
| National/ Country Level Reserve | | 210 | 892 | 496 | 543 | 603 | 664 | 717 | 774 | 836 | |
| Total Reserves | | 548 | 1484 | 1240 | 1,357 | 1,508 | 1,659 | 1,792 | 1,935 | 2,090 | |
| Number of months | | 1.7 | 4.2 | 3.2 | 3.2 | 3.3 | 3.3 | 3.3 | 3.3 | 3.5 | |
| Income less projected expenditure | | 1,053 | 1,852 | 2,609 | 2,055 | 1,759 | 1,533 | 1,317 | 1,112 | 934 | |

Note: A = Actual; P = Projections V



Participant at a Women's Rights Centre community meeting in Nebbi District

ActionAid is an international anti-poverty agency working in over 40 countries, taking sides with poor people to end poverty and injustice together.

ActionAid International Uganda

P. O. Box 676, Kampala

Plot 2514/2515 Ggaba Road

Tel: +256 (392) 220002/3

+256 (414) 510363

Fax: +256 (414) 510016

www.actionaid.org/uganda

