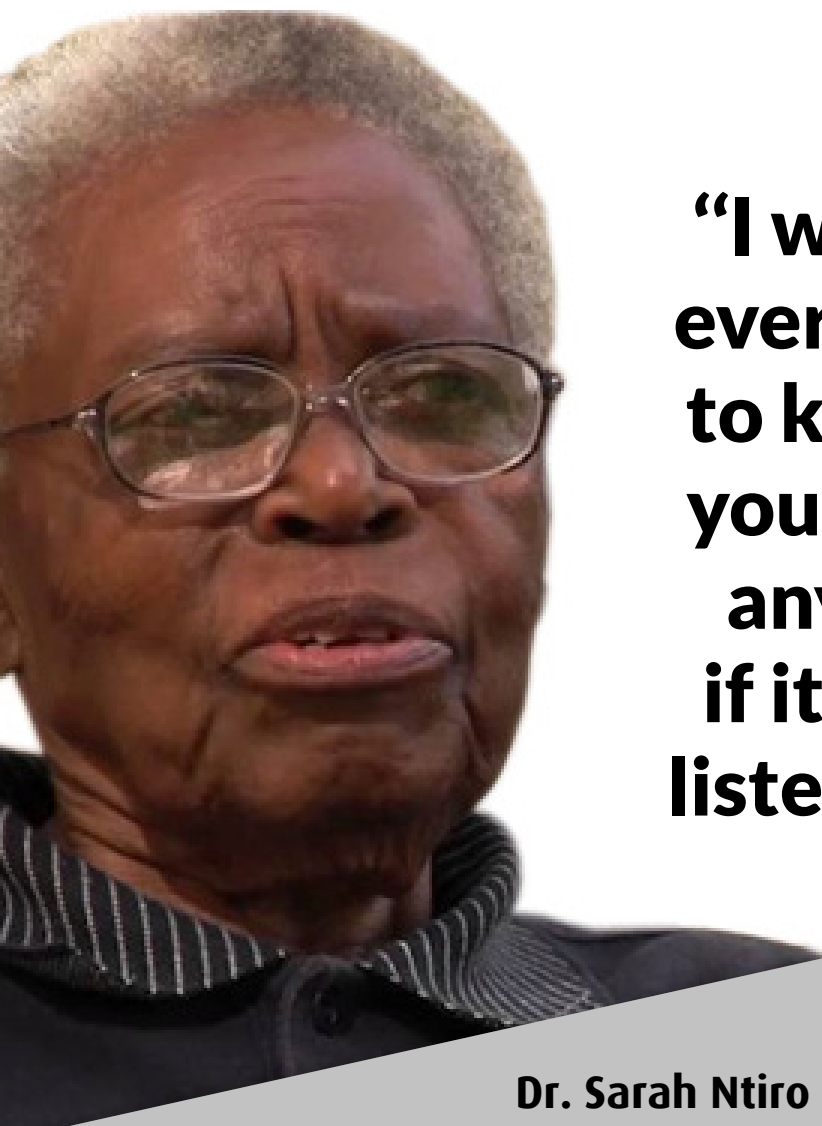




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**5<sup>th</sup> ActionAid**  
**UGANDA**  
**Strategy Paper**  
**2018 - 2022**

**Strengthening Struggles  
for Social Justice**



**“I would like every woman to know that you can fight any battle, if it is worth listening to...”**

**Dr. Sarah Ntiro**

(1<sup>st</sup> Female University Graduate in East and Central Africa)

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# Foreword



**Prof. Kabonesa Consolata**  
OUTGOING CHAIRPERSON

**T**his 5<sup>th</sup> ActionAid Uganda Strategy Paper has been developed over the past year. It is built on decades of development work, an extensive review of the valuable lessons we have learnt over the years, recommendations from stakeholder consultations, and on a wide-ranging analysis of the most current development information available on Uganda.

As an Affiliate Member of the ActionAid Global Federation and as a contribution to the international strategy 'Action for Global Justice', ActionAid Uganda's 5<sup>th</sup> Strategy adapts some of the global commitments to our local context.

Drawing on the '3Rs' (rights, redistribution, resilience), we identify four interconnected programme priorities for the next five years: women's access to social justice; community resilience to climate change; people's action for democratic governance; and economic opportunities for young people. All these will contribute to securing increased social justice for people living in exclusion and extreme poverty in the areas where we work.

We identify women and young people, especially those living in extreme poverty, as both our targets and agents of change and re-affirm our commitment to work with partners, including established civil society organisations, non-conventional formations, social movements and diverse citizen struggles. This renewed commitment will seek to build individual and collective action to transform power relations to the advantage of people living in extreme poverty and oppression. We also commit to use feminist analysis and principles in all our interventions.

Recognising the ever-changing development context, we reposition ActionAid Uganda, building on our areas of strength and on our commitment to make the organisational shifts that are necessary to make us more responsive to changes and to diverse demands when they arise. One important area of change is in fundraising, as our financial projections indicate that we could see a net reduction of up to 60 per cent of our child sponsorship income over the next five years. We thus commit to accelerate

Associate Professor, Consolata Kabonesa  
Outgoing Chairperson, ActionAid Uganda

our investments in income diversification and related institutional requirements.

We extend our gratitude to the Strategy Drafting Team comprised of Stanley Wobusobozi, Arthur Larok, Harriet Gimbo, Bruno Ssemaganda, Aggrey Kibet, Caroline Abilat, Richard Olong, Nivatiti Nandujja, Sheila Bukirwa, Henry Nickson Ogwal, and Christine Aboke as well as to our external process facilitator, John De Coninck, all our partners in civil society, our staff from across the country and the communities where we work that made important inputs to this Strategy. We also thank ActionAid staff from the Global Secretariat, especially from the Programme Unit and Peer Countries - particularly the Country Directors of ActionAid Mozambique, Australia and Lesotho, Amade Suca, Archie Law and Paulo Ojuman - for their constructive and encouraging comments.

In the same vein, we thank Mr. Leonard Okello, Ms Solome Nakaweesi Kayondo, Ms Emily Drani, Mr Kenneth Nkumiro, Mr Robert Bakiika and Ms Margaret Kakande for drafting 'think-pieces' on topical issues of interest to ActionAid, all of which informed this Strategy. We thank the ministries, departments and agencies of Government that responded to our call for their input, including the National Planning Authority, the Ministry of Local Government and all District officials and leaders who positively support our work at community level. Finally, we would like to specially thank Prof Joe Oloka Onyango and



**Nicholas Opiyo**  
INCOMING CHAIRPERSON

Dr Fred Muhumuza who acted as critical friends and reviewed earlier versions of this strategy, as well as all Board Members who made invaluable comments in writing and in several meetings.

While this 5th Strategy Paper comes at a time of a transition in the leadership of the Board and Management, we firmly believe that with the support and solidarity of all our friends, supporters and all other critical partners to join us in our journey to make AAU's renewed aspirations and commitments to social justice will be a resounding success.

Nicholas Opiyo  
Chairperson - ActionAid Uganda

# 1. Introduction

**A**ctionAid Uganda (AAU) is a Ugandan national development organisation, affiliated to ActionAid International - a global federation of independent members and national programmes operating in 47 countries across Africa, Asia, Europe and the Americas.

We have worked in Uganda since 1982 and currently have a presence with offices and staff in 15 districts. Through our partners, AAU's reach extends to 36 districts across the country, covering regions where poverty and vulnerability are highest, including Northern Uganda, the North-East, the East and West Nile, and with interventions in the Central Region on the mainland and in Kalangala Islands.

We greatly value being rooted in communities where we have long-term programmes, while being connected nationally, regionally and internationally. This extensive outreach enables us to 'think globally and act locally', reflecting our conviction that the struggles for social justice need to be approached at multiple levels.

This 5<sup>th</sup> Strategy Paper has been developed to provide an overall framework for delivering the organisation's mission between 2018 and 2022. It has been designed at a time when the world community and our country not only face immense challenges, but also great opportunities for progress. He unprecedented

climate change challenges, rising inequality, high youth unemployment, a failing economic system, weakening governance institutions at grassroots, national, regional and global levels, and a severe test on the commitment by ruling elites to the value of democracy - all these defy conventional thinking. As traditional spaces to influence shrink, technology is however opening new opportunities for mobilisation, interconnection and service delivery. Social movements and citizens' struggles against injustice are gaining strength, with young people in the lead, claiming greater stakes in the varied processes of governance.

AAU's 5<sup>th</sup> Strategy Paper therefore reflects a context of multiple crises - as well as opportunities - which calls on our imagination and determination to advance the cause of social justice. This document, with its commitment to greater justice for people living in extreme poverty, articulates an agenda which we believe will make a significant contribution to our country's development, as well as to ActionAid's global mission.

Drawing lessons from the previous Country Strategy Papers, we analyse our internal and external contexts, present a new vision of change, propose strategies, and commit to the organisational changes we believe are necessary for AAU to become more resilient and relevant to our cause.

## 2. Developing The Strategy



This Strategy Paper is a product of an extensive consultative process, representing not just our perspective and that of the communities and partners we work with, but also the fruit of a wide-ranging and participatory analyses of development trends and priorities, informed by government's plans and strategies and those of other stakeholders.

First, an analysis of our achievements, challenges and lessons contained in our annual activity and performance reports, in externally commissioned programme and project evaluations, as well as in a review of our 4th Strategy Paper highlighted some of the

systemic obstacles to ActionAid achieving its mission in Uganda. These include deep-seated patriarchal norms, shrinking civic and political space and endemic corruption. An independent organisational assessment also pointed out that several reforms were necessary to improve organisational efficiency and effectiveness.

We also drew inspiration and lessons from our active involvement in the formulation of ActionAid International's Strategy - 'Action for Global Justice', with its greater commitment to work with women and young people, as well as to support social movements and various citizen struggles for social justice.



Secondly, a hallmark of ActionAid's learning approach is Participatory Review and Reflection Processes (PRRPs) which take place at national, district and community levels twice a year.

These bring together staff, partners and government agencies to jointly assess progress towards the achievement of our development plans and commitments. In 2016, we conducted specially-designed PRRPs to inform the Strategy Paper formulation: over 1,000 members from the communities we work with - children, youth, women and men - were consulted, as were local government officials in our areas of operation.

To strengthen a forward-looking dimension to the Strategy, we also asked development analysts to prepare scenario papers on topics of interest to AAU. Recognising government's role in setting the framework for development planning, we invited inputs from several ministries, departments and agencies and consulted key official government documents such as National Development Plan, the National Housing and Population Census and other sectoral policies.

Earlier versions of this Strategy Paper were subjected to peer scrutiny within the ActionAid federation and to a review by critical friends in academia, government and the development partner community.

Finally, as required by our internal governance processes, the Board oversaw the entire process and made substantive comments before approval of this Strategy Paper by the AAU General Assembly.





## 3.

# Our World: The Changing Context

In this section, we first summarise the important global, continental, regional and national trends that reflect the overall context within which our 5<sup>th</sup> Strategy will be implemented, then present the setting which is more directly linked to the programming priorities we have chosen for the next five years.

## 3.1 The Broader Context

**T**he world has witnessed a sharp reduction in poverty levels over the last decade. There are today 350 million fewer people living in poverty than in 2000 when the Millennium Development Goals (MDGs) were agreed to. The UN's Sustainable Development Goals (SDGs) adopted in 2015 – now represent the international community's collective response to the diverse challenges facing humanity and planet earth. These include poverty, hunger, gender and other forms of inequalities, weak institutions, challenges in health and education, the need for decent work and economic growth, the climate change crisis, and the need for a global partnership framework.

The SDGs provide an important reference point for many development actors, including NGOs, governments and donors. Like the MDGs that preceded them, they are however still set

within a neo-liberal economic framework, itself largely responsible for the multiple crises the world faces, including climate change, which by UN estimates is expected to push over 120 million people back into poverty by 2030. The doubts recently expressed by some influential world leaders about the science and reality of climate change present a major concern in this respect.

Further, inequalities in gender, income, class, location, disability, age, race, ethnicity, caste, and sexual orientation are preventing millions of people from enjoying a dignified life. The SDG 17 on global partnerships will be especially challenging at a time when many developed countries are becoming more inward-looking. One of the primary outcomes of the SDGs must indeed be a new global order without superiors and subordinates, and Africa needs to move up from the bottom ranks, a move which necessarily entails new conversations about trade, geopolitics, migration and defence, among others.

Despite its limitations, the SDGs will for the next 15 years remain a guiding framework for global development planning. Several of these commitments resonate with AAU's intentions in areas such as poverty eradication, reducing inequality, gender equality and climate action. The SDGs will thus provide an important accountability guide for our work.

**At the continental level,** African leaders in 2015 completed ‘Agenda 2063’, a statement that captures peoples’ aspirations, and commits to making Africa a stronger global player and a better place for its inhabitants. It pledges that Africa shall be more united, stable and secure, driven by inclusive economic growth and by the agency of its people, especially women and young people.

We believe in our continent’s potential and joined ‘Africans Rising,’ an initiative aimed at mobilising Africans in their diverse platforms to champion a citizen-led agenda for dignity and justice. This entails working to overcome the plight of women and young people who suffer greatest brunt of injustice, tackling weak institutions and ‘strong man syndrome’, State capture by the corporate and political elite, corruption, the shrinking political and civic space, as well as the unsustainable and unjust exploitation of Africa’s natural resources and illicit financial flows out of the continent.

The growing trend of leaders seeking to hold onto power and the resurgence of wars and terror groups reflects an unfolding uncertainty that requires local, regional and global action.

*AAU will strengthen its work with African brothers and sisters to hold leaders accountable for the aspirations set out in ‘Agenda 2063’, as well as for other commitments at the regional level. We will connect with movements across Africa and facilitate more people-to-people solidarity between our partners in Uganda and other pan-African people’s movements and citizen struggles.*

**In the region,** the East Africa Community (EAC) is an important economic block with potential to increase market size and spur large investments in regional infrastructure to support trade and economic development. The East African Legislative Assembly has increasingly shaped the contents and spirit of national laws, constitutionalism and accountability by State and non-State actors.

*AAU will work with regional networks and social movements to amplify the voices and agenda of people living in poverty in East Africa to hold national governments accountable for the rule of law, constitutionalism, the provision of quality social services, the sustainable use of natural resources, and securing peaceful co-existence with neighbours.*

**At country level,** Uganda is endowed with many natural resources, including lakes, rivers and swamps; vast mineral and oil wealth; abundant thermal, solar, hydro and wind power; a favourable climate and fertile soils. Ugandans are hardworking and enterprising people, with one of the youngest populations in the world and with great potential to make a long-term contribution to their country’s development.

This is reflected in ‘Vision 2040’, a guiding policy document that aims to transform Uganda from a subsistence, nature-based economy to a middle-income country by 2040. Despite all its potential however, Uganda continues to struggle to meet its development aspirations. Politically, despite the existence of a commendable legal, policy and institutional framework, power is controlled by a small elite, with alternative power centres within and

outside the State systematically strengthened, while others - the ones that represent the common interest weakened. Fuelled by divisive politics, we see growing social disharmony and a social service delivery crisis that robs the majority, especially people living in poverty, of dignity and opportunity. Economically, Uganda remains a low productivity country, primarily nature- rather than technology-based, which undermines its citizens' well-being and international competitiveness. We

are yet to nurture a developmental state, run along the principles of a social market economy, that puts the citizen at the centre of an inclusive, cooperative and equitable system of governance.

*AAU will work with actors in the public and private sectors, and civic and political society, towards the realisation of a national agenda that puts people, especially those living in extreme poverty, at its centre.*



Members of ATAMIT Group village, Ongino sub-county, Kumi district. ActionAid commits to improve livelihood options for women.

## 3.2 The Programme Context

Below are the critical issues connected to the programme priorities identified in this Strategy Paper:

### **Politics, citizenship and governance:**

Uganda appears to have the legal, policy and institutional frameworks of a well-functioning State. The 1995 Constitution stood out as a model in the region, setting out the legal and institutional framework for the separation of powers. Elections have been regularly held and, in 2005, political parties of varied shades of persuasion emerged. In theory, a decentralised system of governance provides for power to be exercised by local governments, creating an opportunity for citizen participation and for accountability at the lowest levels possible. The country however faces serious political and governance challenges rooted in Uganda's unstable political history of civil strife, and in neo-patrimonial politics.

Constitutional amendments have focused on strengthening the power of the presidency, centralising authority and undermining alternative power centres within and outside the State. This has entailed, among others, passing laws that curtail the independence of the media and of civil society organisations, and political repression by (among others) State security agencies. A compliant legislature reflects the power of influence exercised by a small elite on key national institutions, while the resurgence of an 'imperial centre' has undermined the separation of powers and the functioning of institutions. Local Governments

have become dependent on 'the centre' for finances and policy guidance and less than 18 per cent of the national budget goes to the districts and sub-counties, where most service delivery should take place.

We anticipate that the on-going creation of new districts ('disdistrictisation') will continue, worsening the already skewed public expenditure allocation that favours recurrent administration expenditure over development spending. Corruption and other symptoms of malfunctioning institutions will remain endemic because the interests of the ruling class to maintain their own privileges will continue to shape national politics.

Internal discontent within the State and the ruling establishment, as well as external pressures from civil society, are however likely to increase. Besides civil society organisations - whether NGOs, faith-based organisations, cooperatives, churches, or community-based organisations - bolder and more relevant issue-based coalitions, networks and alliances cutting across disciplines, will challenge convention and seek to redefine the role of the State and make power-holders more accountable.

While these will need appropriate support from conventional civil society organisations, the challenge is whether these alternative forms of organizing will succeed where traditional ones have not and whether the next five years will see evolving strategies to confront the increasingly self-seeking elite systems.



*AAU and its partners will be bold in standing up for justice and tackling the structural drivers of inequality, poor service delivery and leadership challenges. This demands work around issues of power - how it is acquired, distributed, used and reproduced.*

*Our programmes will seek to tackle the structural barriers that undermine active citizenship in governance, especially by those living in extreme poverty, whether in the form of visible expressions of power - laws and policies, as the invisible powers of culture and traditions, or as the hidden power of business corporations and the elite.*



## The Economy:

For two decades, Uganda's economy has posted growth rates averaging 6 per cent per annum. Macro-economic stability has been realised through tight fiscal discipline (and curtailing access to credit), except when party politics and elections take centre stage. Uganda is considered a very enterprising country, but with a large informal sector that is poorly regulated and whose real value is not fully known. At 14 per cent, the tax-to-GDP ratio is one of the lowest in the region and while new enterprises constantly emerge, their failure rate is high.

Agriculture remains the mainstay of the economy, accounting for 69 per cent of total employment (of whom 70 per cent are women), making up 26 per cent of GDP, and 45 per cent of foreign exchange earnings. Agriculture can therefore provide the basis for growth in other sectors of the economy, such as manufacturing and related services, and a potentially rapid route to poverty eradication. Investment in agriculture has however never exceeded 4.4 per cent of the annual budget - less than half of the 10 per cent targeted by the Maputo Declaration that Uganda signed. This trend is not likely to change as the focus of investment remains on infrastructure, especially roads and energy.

We also expect that the private sector and business enterprises will continue to be hailed as the primary engine of growth, centre of innovations, and driver of job and wealth creation. Government will continue to support this sector, even if it comes at the cost of the State's own capacity and legitimacy, or at the expense of other players in development. As

corporations are mainly driven by the profit motive, other development considerations remain secondary, leading to more pressure on the environment, labour rights, and the unjust acquisition of productive land by the State, corporations and the local elite.

## Poverty and vulnerability:

Official statistics shows that Uganda has registered a reduction in income poverty from 56 per cent in 1992 to less than 20 per cent by 2013, despite results being unequal across the country with the Northern region still experiencing a poverty incidence of 47 per cent, followed by the Eastern region at 37 per cent. Income inequality, like other forms of inequality, remains high: the richest 10 per cent of the population own 36 per cent of the national income. The 2014 Chronic Poverty Report also affirms that "poverty in Uganda remains multidimensional, and therefore liable to be chronic, and that while the poverty gap and the severity of poverty have reduced substantially, its multi-dimensionality suggests that escaping it remains difficult.

The widespread vulnerability of the non-poor to economic, environmental and health shocks and the absence of a comprehensive social protection system also mean there is still likely to be a high rate of impoverishment." Vulnerability (being at risk of falling back into poverty when faced with a shock) is estimated at 43 per cent. In short, 62 per cent of Ugandans are either living in poverty or are vulnerable to it.

With high levels of vulnerability and rising inequalities suggesting that poverty reduction outcomes are not as profound as the statistics



indicate, a focus on poverty - especially on the extremely poor - is essential for AAU.

Increased attention is needed for comprehensive social protection interventions as a necessary investment for people living in such poverty. With a poorly regulated private sector, greater attention needs to be given to labour rights violations, to environmental concerns and displacement, and to advance a stronger corporate social accountability agenda.

We also need to seek partners with programmes that tackle structural barriers in the economic system, trade and other domains.

## Women's rights and gender equality:

**W**hile the country's women and gender equality movement has achieved much, including several legislative victories, better access to higher education and political gains through affirmative action, Uganda remains a deeply patriarchal society.

Yet more than half of the population is female, 80 per cent of the food feeding the nation is produced by women working on small holdings, while 89 per cent of gender-based violence cases are directed against women.

Although Uganda's maternal mortality ratio dropped by 44 per cent from 1990 to 2015, 18 mothers continue to die daily while giving birth because of the failure to expand and improve maternal health services. Progress has been noted in the decline of AIDS-related deaths

and in the number of new HIV infections, but the estimated number of persons living with HIV remains high. Furthermore, women living with HIV and AIDS continue to suffer violence and stigma.

We have learnt from our work that while the economic empowerment of women in Uganda is necessary, it is not a sufficient condition to achieve gender parity, without addressing the shackles of patriarchy.

This is particularly the case when the less than 30 per cent of the leadership positions occupied by women are likely to decrease if legislative and administrative reforms make it costlier for women to compete in elective politics. Affirmative action needs to be re-positioned to ensure that the most marginal and disadvantaged women benefit.

*AAU will work as part of the women and gender equality movement to design long-term programmes that focus on mind-sets and invisible power.*

*We will hold society accountable for implementing the many existing laws, and make deliberate efforts to mobilise men to rally behind women's leadership to challenge patriarchal practices. Feminist principles will be central to all our work.*



## Social and demographic trends:

78 per cent of Uganda's population is below 35 years and 55 per cent are children. About one-third of the country's youth are either unemployed or underemployed although an AAU study in 11 districts estimated it at 83 per cent. This situation is likely to worsen as more young people complete post-primary education and are released onto the job market, when the economy can only absorb about 15 per cent of them.

A 2017 report from the Ministry of Education thus indicated that 84 per cent of graduates have no jobs. The quality of education constitutes another challenge, with citizen learning assessments conducted annually by the UWEZO initiative repeatedly showing that, while more children are accessing education, very few are learning. Drop-out rates are high, with another report from the Ministry of Education and the National Examination Board released in 2017 revealing that 94 per cent of children who enrolled in Primary One could not reach Senior Six thirteen years later.

Rapid urbanisation is another significant trend. In 2012, Uganda's urban population stood at 15 per cent, well below the 41 per cent average for other countries with a medium Human Development Index. With an urbanisation growth rate estimated at 5 per cent per annum, at least 30 per cent of the population will be urban dwellers in 10 years' time, with far reaching implications for planning and programming if further lowering

of living standards and exclusion are to be avoided. Accompanying this trend is a social media explosion powered by ever advancing information and communication technology, with Internet penetration currently standing at 30 per cent and tele-density at 53 per cent. The costs of telecommunication are reducing, availing alternative sources of information, while opening doors for unregulated information.

Another important development relates to the influx of refugees, with Northern Uganda alone currently hosting over 800,000 South Sudanese refugees, predicted by the United Nations High Commission for Refugees to reach 1 million by mid-2017. The increased strain on available services requires a multi-stakeholder response to provide the refugees (who are mostly women and children) with protection, livelihood support and social services.

*AAU will focus on women, young people and children, with special attention given to quality education outcomes, as this remains an important equaliser in the fight against poverty and inequality. Aware of growing rural-urban migration, its impact on our urban and rural work, as well as of the bridge that technological advances can deliver, we shall strengthen our urban poverty work, while advocating for investments for rural development.*







## The environment and natural resources:

**T**he impact of climate change on Uganda's environment is worsening, with prolonged spells of drought, heat waves, floods and landslides, all leading to famine, displacement, and other humanitarian disasters.

This combines with poor agricultural yields, food insecurity and pressures on forest cover, water supply and service delivery to aggravate poverty. Uganda is committed to addressing climate change, with some steps being taken to create an enabling policy environment. The government ratified both the UN Framework Convention on Climate Change and the Kyoto Protocol, and is party to the implementation of the Paris Agreement on Climate Change and the EAC Climate Change Policy, which requires member states to develop relevant harmonised policies and plans. Uganda has also developed a National Climate Change Policy to guide all interventions in the country. Challenges

however reside in the lack of implementation resulting from weak institutions, lack of funding and poor commitment by Government.

Recent developments in the land sector - including proposed land reform and constitutional amendments to ease acquisition for 'development' and foreign investment - could lead to more dispossession and landlessness. In addition, Uganda's recent experience with oil and gas exploration and the extraction of minerals points to transparency gaps that will undermine benefits for all, and create further environmental challenges.

*AAU, working as part of the land and environment movement, as well as with those engaged in the oil and gas sector, will build on on-going work to contribute to justice in accessing and using land; to mitigate environmental crises; to foster greater transparency in the oil, gas and minerals sectors; and to ensure greater equity in natural resource use.*



# 4. Our New Strategy

Informed by the lessons from the past, insights from the consultations and by our context analysis, our 5<sup>th</sup> Strategy refines our identity, theory of change and programming choices, as outlined below.

## 4.1 Our Renewed Identity

We recommit to work with women and young people and to deliver social justice. We recognise that this can be achieved by deepening our use of feminist and human rights principles and approaches, by strengthening the capacity and agency of people living in poverty and exclusion to assert their rights.

AAU also commits to work with social movements that embody the struggles of the poorest and most vulnerable and to directly challenge and seek to transform all faces of power - visible, invisible or hidden if they perpetuate poverty, inequality and vulnerability.

We shall also assume the risks that arise from using innovative engagement methods, working with people's struggles of all types, standing with social justice activists and human rights defenders as part of a wider movement for positive change.

AAU will become a more agile organisation, able to challenge undemocratic power systems and the resilient forms of patriarchy.

## 4.2 Unique Positioning

AAU demonstrates experience, knowledge, networks and courage, all of which give us comparative advantages in the development sector and civil society:

Our tested ways of working are drawn from the enduring philosophy that the injustice of poverty will be overcome when unequal and unfair power relations are transformed to deliver social justice. We also build on our 35 years' experience of work with people living in poverty and facing diverse forms of oppression. AAU is uniquely rooted in communities, with long-term programming and presence often spanning 15 years to support people's struggles. We are bold, have and will continue to support people's movements and citizen formations that are sometimes considered 'uncivil' society because of their radical approach to contemporary challenges in the country.

We employ participatory methodologies work and value learning, including from the people living in poverty who experience injustice and oppression daily. We use power analysis to make visible power more accountable, and to unearth and transform invisible and hidden forms of power that operate in subtle ways. Our ability to Organise with partners from local to national, regional to international levels as part of a global federation enables us to tackle the structural drivers of poverty and injustice from households to international systems of oppression.



We are a resilient organisation that has withstood internal challenges, as well as those induced by a hostile and fast-changing environment.

This is made possible by a strong internal governance regime, with a multi-skilled national Governing Board that oversees a technically competent management, a General Assembly that holds the Board accountable, the communities and people we work with every day, and finally by an active and critical public.

Our internal control systems are regularly tested for compliance with our values and policies by an internal audit unit, and scrutinised externally by reputable audit firms.

## Extreme Poverty

Poverty is a multi-dimensional phenomenon and people living in poverty experience it differently.

Extreme poverty is a condition of dire and long-term need, vulnerability and powerlessness. People living in extreme poverty often lack the support systems needed to climb out of poverty and are excluded from mainstream development programmes.

AAU believes in the shared humanity of people living in extreme poverty and will make all the necessary efforts to ensure that changes in power relations impact positively on extremely poor people, including the elderly, people living with a disability, children and ethnic minorities.





## Our Vision, Mission and Values

### Vision

A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.

### Mission

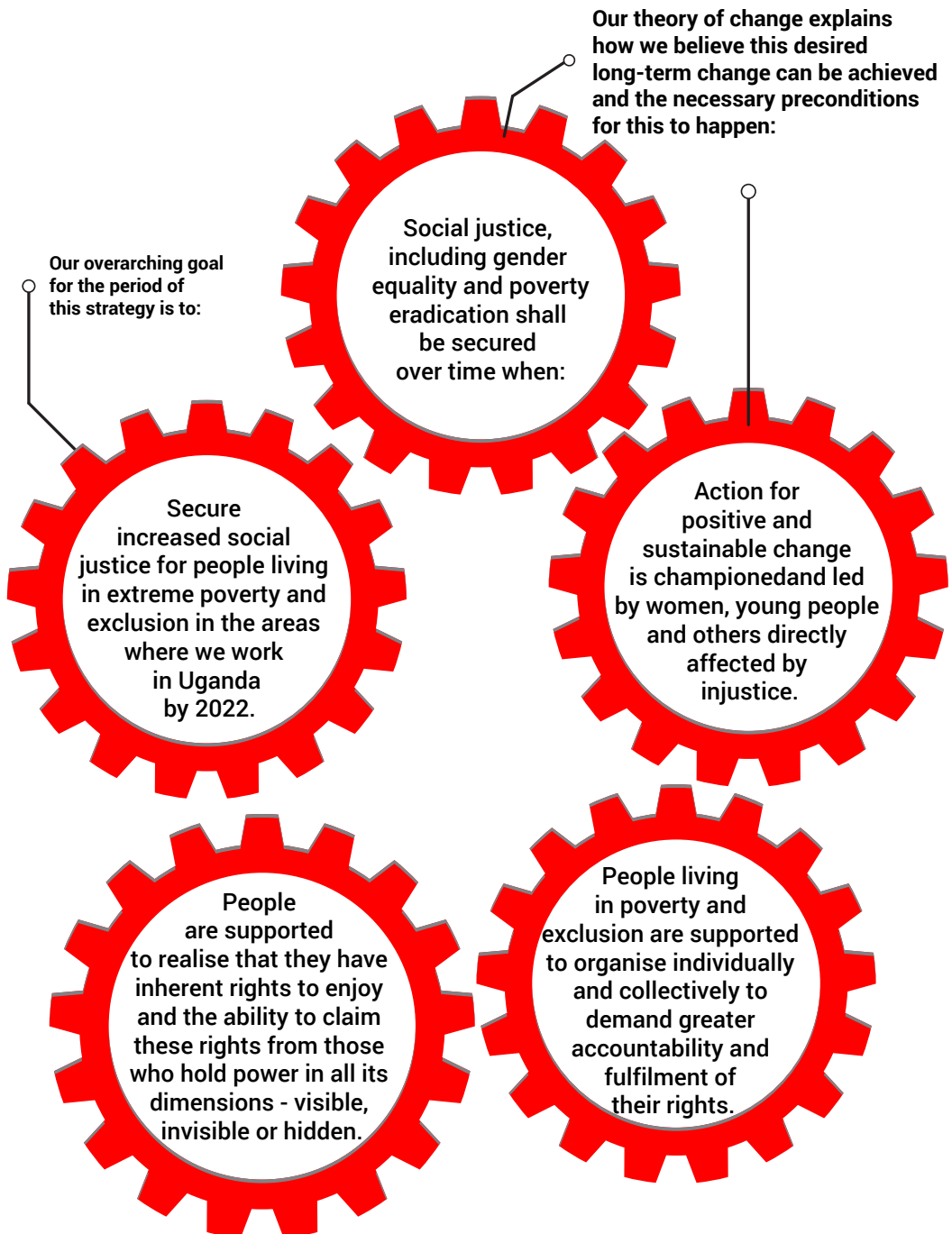
To achieve social justice, gender equality, and poverty eradication by working with people living in extreme poverty and exclusion, their communities, people's organisations, activists, social movements and their supporters.





## 4.3 Strategic Goal and Theory of Change

### Theory Of Change





## 4.4 Operational Strategies

**A** AU's programming is informed by the understanding that people living in extreme poverty experience it in multiple intersecting ways. A rural woman facing domestic violence because of deep-seated traditional practices for instance lacks voice in decision-making spaces, because of patriarchal beliefs that restrict her to certain spheres. She suffers the brunt of poor quality social services and obtains low agricultural yields because of the climate crisis.

Our programmes shall therefore be holistic in nature, simultaneously working on the 3Rs (Rights, Redistribution and Resilience) and informed by the multiple needs of people living in poverty while dealing with the structural causes of poverty and vulnerability. The following cross-cutting strategies will be central to our approach:

**Focus interventions on people living in extreme poverty, especially women, youth and children:** AAU believes that inequality, vulnerability and powerlessness continue to deprive people living in extreme poverty of their dignity and rightful position in society.

The extreme poor, found in most of the communities we work in, are most often excluded from the development discourse and mainstream programmes, yet they constitute most of those facing the brunt of social injustice. AAU will ensure that they are prioritised in our programming to transform their condition and position in society, including through social protection measures where need be.

**Work simultaneously on rights, redistribution and resilience:** Our goal will be achieved through a long-term integrated programming agenda guided by the 3Rs -

rights, redistribution and resilience. These three anchors are mutually reinforcing: rights cannot be fulfilled without redistribution of power and resources; and they will continue to be undermined without building the resilience of people living in extreme poverty and exclusion. All programme priorities will therefore be informed by the 3Rs.

**Use feminist, human-rights-based and participatory principles and analyses:**

These encompass the values of indivisibility, inalienability and universality of human rights, as well as the value of inclusiveness and participation, as key in the fight for social justice. These approaches will be combined while nurturing and supporting movements and other formations for collective action.

Emphasis will be placed on the promotion of participatory approaches as an entry point for the mobilisation and organisation of rights holders to challenge unequal power relations, inequality and structural barriers to the realisation of their rights. AAU also commits to strengthen the institutionalisation and integration of women's rights across programmes, systems and procedures, while embracing feminist principles and values.

**Work with partners:** AAU will strengthen its practice of working in partnerships, reflecting our belief that addressing the structural causes of poverty requires collaborative and sometimes collective action. Our partnership approach will be redesigned to focus on joint undertakings, the collective ownership of results and mutual value addition. We will also broaden our approach to include work with community groups, movements, coalitions, networks of civil society organisations, academic





*We commit to strengthen the institutionalisation and integration of women's rights across programmes, systems and procedures, while embracing feminist principles and values.*



and research institutions, including those whose core areas complement ours, in order to deal with the local, national and global structural obstacles to change, such as the economic system, trade barriers and industrial policies. We shall also work with cultural and religious institutions, as well as with political parties, especially those represented in parliament, in district and in sub-country councils.

**Engage in campaigns and collective action:**

Campaigning and other forms of collective action will be central to our strategy, to amplify voices and influence for social justice, to open spaces for citizen action and to forge stronger linkages at different operational levels.

**Strengthen interactions with State institutions:**

Building on the constructive relationships we have with Government institutions at national and district levels, we shall undertake joint actions where necessary and create mutual learning and accountability spaces with State actors.

**Adopt a culturally sensitive approach in our programming:**

AAU recognises the central and multi-faceted nature of the diverse cultural contexts in which it operates. We will help our staff and partners adopt a ‘culture in development’ approach in its interventions, reflecting the essential and positive nature of culture, echoing peoples’ identities and aspirations, while combating cultural values and practices that undermine AAU’s goal and values.

**Provide credible information as a ‘public good’ for citizen action:**

The right information, delivered at the right time and in the right way is empowering. AAU will therefore work with communities to develop information and social justice models. Such information will be enhanced by action research and on-site piloting of models for shared learning, for influencing action by different stakeholders, and for campaigning and developing new interventions to promote social justice. We will also partner with academic and other research institutions to generate, analyse, use and disseminate such information.

**Strategic public interest litigation:**

People living in extreme poverty have grown accustomed to regular defeats, forcing them into lives characterised by indignity and injustice. AAU will support groups of people affected by common forms of social injustice and advocate for justice and change through formal and non-formal mechanisms, including public interest litigation.

**Work at local, national and international levels:**

Addressing social justice involves engaging those who hold the power to decide at different levels. We will link our work to wide processes at national, regional and international levels. This will include connecting with people, groups and movements to strengthen and amplify the voices of those living in extreme poverty and help them build solidarity through alliances and movements beyond their locality.

## Feminism

Our society is patriarchal, not only because men dominate positions of influence in society, politics and in the economy, but because the core cultural values of what is good, desirable, preferred or normal is associated with how men think. In AAU’s understanding, feminism is both an ideology and a movement against patriarchal oppression and the injustice that accompanies it.

We acknowledge that not all men are patriarchal and not all women are feminists.

We will therefore strengthen women’s leadership and mobilise both women and men to consciously work to dismantle oppressive power relations (whether visible, invisible or hidden) for equal opportunity and gender justice.



## 4.5 Programme Priorities

### Priority One: Women's access to social justice

Women's rights have remained an important indicator for understanding and measuring well-being and progress. Despite significant gains, however, patriarchy, religious and other fundamentalisms, sexism, unequal power relations, negative norms and traditional

beliefs, all continue to foster inequality and vulnerability and to undermine the realisation of women's rights. We understand that the struggle for women's rights is both personal and political and that we cannot fight for human rights without fighting for women's rights.



## **Strategic Objective 1:**

### **To advance girl's and women's realisation of social and economic justice by 2022.**

We will support the mobilisation and nurture the growth of women solidarity movements and networks to build young feminist leaders, and to protect and promote the safety of girls and women in public and private spaces.

Learning from our on-going initiatives, such as the gender based violence centres, AAU will continue to invest in reversing the high incidence of gender-based violence, including violence against children and girls, through both prevention and response mechanisms.

We will work closely with religious and cultural institutions, the judiciary, the police and local councils among others, to ensure that the victims of violence access justice. While some cultural practices and beliefs have entrenched patriarchy, we believe that cultural leaders can be important partners in fighting for women rights and for development generally. We will work with the cultural institutions, as we have done before with the Alur, Acholi Bugweri and others to reverse the negative cultural practices that undermine women's rights.

In collaboration with women's movements, feminist organisations and other women's rights actors, AAU will enhance the capacity of young women to challenge and transform unjust power, injustice, and inequality and we will connect them with other women's struggles across the globe to strengthen their rights. We will support women's and girls'

leadership actions and aspirations that hold the State accountable for the respect, protection and fulfilment of their rights, and for the burden of care they carry. We will advocate for gender-responsive land management that promotes access, control and ownership of land for women.

Interventions aimed at achieving women's rights will also be sustained through the involvement of men and we will therefore work closely with male action groups, malechampions and other 'he-for-she' groups, to help demystify the negative attitude that has been engrained in men towards women's rights.

### **Expected outcomes**

- ◇ Women, girls, children and their organisations take up leadership positions in decision-making bodies in communities, districts educational institutions and in other public, private and civic spaces to demand social justice.
- ◇ Women and girls enjoy greater freedom from violence and sexual exploitation in private and public spaces.
- ◇ Women and young girls have the requisite skills and benefit from better livelihoods options, with greater ownership and control of productive resources, a safe working environment and just reward for their labour.
- ◇ Policies and laws that reduce the disproportionate burden of care for women and girls are adopted and/or their implementation improved.



*AAU will enhance the capacity of young women to challenge and transform unjust power, injustice, and inequality and we will connect them with other women's struggles across the globe to strengthen their rights.*

act:onaid



## Priority Two: Community resilience to climate change

The loss of rights to natural resources use has created misery that is being compounded by climate change. This has especially affected women who form the bulk of the population employed in agriculture and is exacerbated by dependence on rain-fed agriculture, making rural livelihoods and food security highly vulnerable to weather extremes. Climate change has also led to increasing migrations and to growing conflicts as pastoral communities for instance trespass from one place to another in search of pasture. To reduce adverse impacts on agriculture and on people living in poverty, fostering adaptation to climate change will be central to AAU's response.

### **Strategic Objective 2:** **To enhance livelihoods and the resilience of people living in extreme poverty to climate change by 2022.**


AAU will expand its focus on climate change adaptation by supporting small-holder farmers especially women, other members of communities and their organisations, to adopt scalable solutions to address the negative effects of climate change. This will be done by focusing on their rights to land, water and food, and by developing dynamic solutions to defend land and waterways from damage. We shall also work with different communities, including legislators, and other formal and informal institutions, to advance policies and laws that address the impact of climate

change, and challenge regressive laws that seek to divest people living in poverty of their land ownership rights. Gender-responsive land management and the promotion of women's land rights will provide a primary focus to our campaign and advocacy agenda.

The Climate Resilience Sustainable Agriculture Model (CRSA) that AAU has used over time will be scaled up to build sustainable adaptation practices. Learning will be generated, documented and disseminated to widely influence models and practices. We will pilot sustainable and affordable initiatives for water-for-production in the areas where we work, with a view to generating evidence of their applicability and encouraging communities to embrace such technologies to sustain production during dry spells.

### Expected outcomes

- ◇ Functional and effective climate change adaptation measures implemented to secure rights to natural resources, food and water by communities most affected by climate change.
- ◇ Small-holder farmer groups and formations advancing climate justice through stronger cooperatives and citizen-led enterprises.
- ◇ Women have enhanced access, ownership and control over land, other productive resources and related proceeds.
- ◇ Laws and policies on land uphold the right to land by people living in poverty.



“ Young people should have greater access to economic opportunities and decent employment. ”

Acom Teddy, a weather recorder at Ongiono sub-county weather station, Kuumi district

## Priority Three: People's action for democratic governance

As we witness growing impunity and a roll-back of previous gains recorded in the country's governance (including decentralisation, constitutionalism, the rule of law and institution building), citizen action to push back democratic reversals and to ensure State and corporate accountability, especially to those living in extreme poverty, is crucial.

### **Strategic Objective 3: To strengthen citizen actions to deepen democracy and hold the State, corporations and political leaders accountable for social justice by 2022.**

**W**e will build on our previous democratic governance interventions - including support to citizen participation in the planning and budgeting process, the tax campaign, expenditure and resource tracking, social and political accountability, civic education, anti-corruption work and advocacy for greater transparency, and respect for human rights in the oil and gas sector. AAU will deepen its engagement with some of the structural constraints to democratic governance.

We will engage with our partners, the wider civil society and political parties to advocate for the democratic, electoral and political reforms necessary to build a new consensus for Uganda and to counter the threats to the important constitutional and governance reforms undertaken in the 1990s.

We will deepen our tax justice campaign with a focus on improved revenue generation, allocation and utilisation, especially at local level, by advocating (among others) for reconsideration of some tax policies, abolition of harmful incentives, corporate tax dodging and embezzlement of public and donor funds.

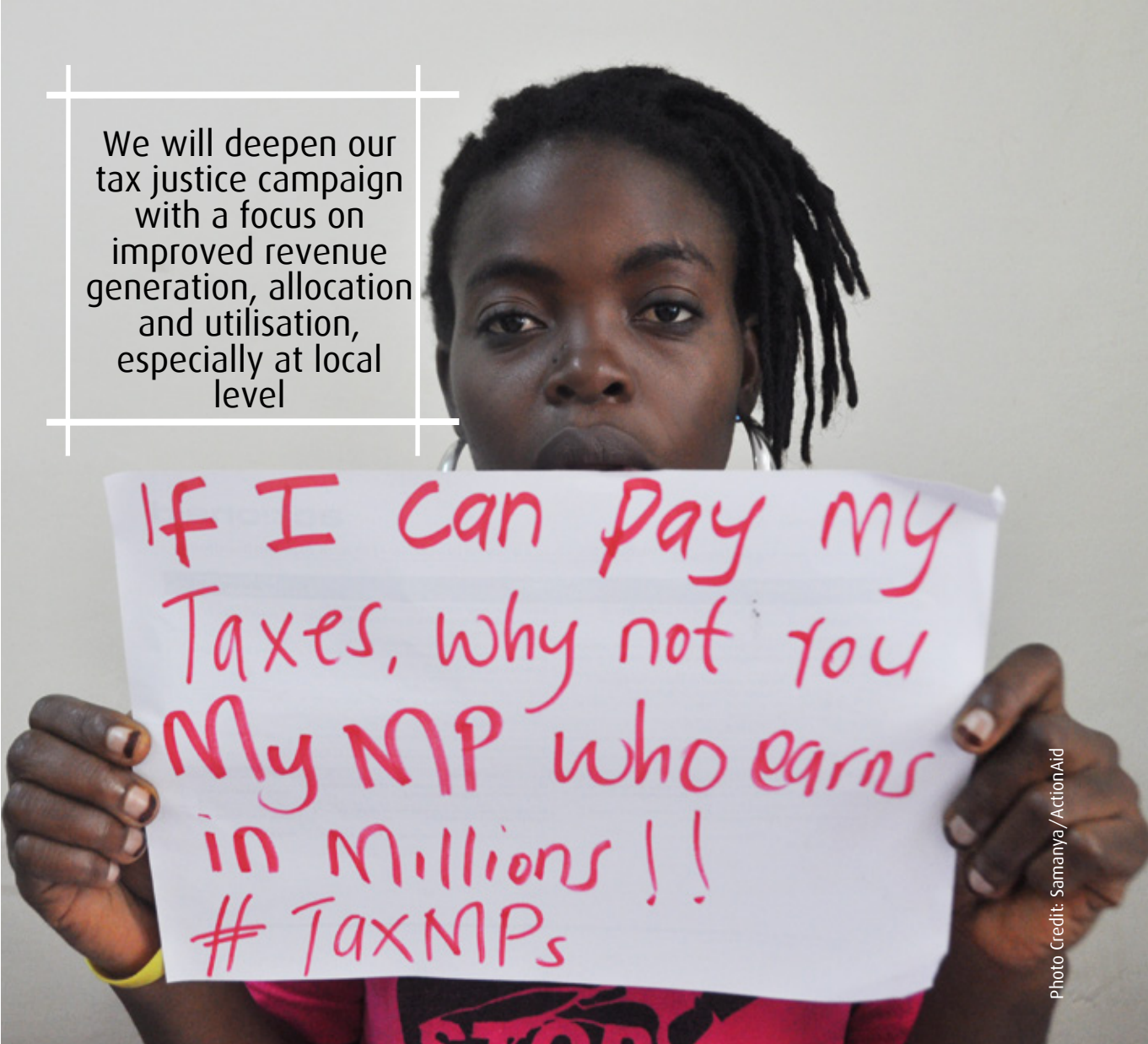
We will collaborate with others to expand civic space, demand greater accountability and respect for human rights by the State, private business and the corporate sector. We will work to 'domesticate' important global and continental frameworks such as the African Charter for Human and People's Rights and strengthen our engagement at regional and continental levels.

Reflecting our commitment to work with young people, we shall invest in building their leadership in and out of school as we strive to cultivate a new political and democratic culture in the young generation.





We will deepen our tax justice campaign with a focus on improved revenue generation, allocation and utilisation, especially at local level



IF I can pay my  
Taxes, why not you  
My MP who earns  
in Millions!!  
#TaxMPs

Photo Credit: Samanya/ActionAid

## Expected outcomes

- ◇ Active citizen participation and influence over key governance processes, including elections, the planning and budgeting process, and institutional and political reforms.
- ◇ Improved accountability in service delivery to people living in poverty in the areas where AAU works.
- ◇ Greater transparency and respect for human and people's rights in the exploitation of natural resources such as oil, gas and minerals, as well as by private and corporate businesses.
- ◇ A vibrant citizen-led anti-corruption movement, championing the cause for greater transparency and accountability in the use of public funds.
- ◇ A new youth leadership that respects, upholds and promotes the ethos of democracy in all spheres of engagement and influence.

## Priority Four: Leadership and economic opportunities for young people

If properly harnessed, young people could spur development and guarantee peace and stability in the country because of their numerical strength and enterprise. Many however suffer from fragile livelihoods, are unemployed or underemployed in a large and poorly regulated informal sector.

Those in formal employment, especially young women, suffer labour rights violations and other forms of exploitation. Young people then fall prey to political manipulation and are diverted from sustained actions that can deliver long-term benefits.

### **Strategic Objective 4:** **To expand opportunities for young people to realise their leadership and right to better livelihood by 2022.**

AAU's programmes will contribute to expanding opportunities for young people in:

- (i) Practical skills development that can contribute to self-employment among poor and unemployed youth;
- (ii) Leadership development, to increase their participation in different spheres of community



Young people and leadership: His Excellency Bobi Wine talking to the youth.



life and to build a youth-led movement to challenge social injustice.

(iii) Attitudinal change to deflect them from any tendency towards seeking quick money and despising hard work (especially “dirty” blue collar jobs and agricultural work), thus ensuring lasting benefits from our interventions.

For sustainable impact, we will work with Government and draw lessons from different national youth livelihood interventions, such as the Youth Livelihood Programme and the Youth

Venture Fund. We will also work closely with the District Local Government Community Services Departments to identify poor and unemployed youth in the communities who will benefit from our interventions, and to monitor their effectiveness.

Cognisant of their inherent diversity, we will mobilise youth and their organisations and galvanise their numerical strength through the Activista and other youth networks, to challenge unfair distribution of resources, poor service delivery and advocate for policies that create employment and protect their rights, while in formal or informal occupations.

## Expected outcomes

- ◇ Young people have feminist leadership skills and actively engage duty bearers in addressing inequality, social injustice and poverty.
- ◇ Young people have greater access to economic opportunities and decent employment, and are part of collective bargaining through cooperatives, unions and other mechanisms.
- ◇ Government takes steps to design and enforce policy and legal frameworks that promote and protect the economic rights of young people in the formal and informal sectors.
- ◇ More young people, especially women, are in leadership positions in the public, private and civic sectors, and advance the cause of social justice and national development.





# 5. Organisational Priorities

## 5.1 Our People, Culture and Structure

**O**ur new strategic direction requires that we continue to evolve in the way we manage our human resources, fundraising, finances, processes, systems and operations. The areas listed below will be strengthened over the next five years.

People will continue to be at the centre of the change that this Strategy intends to achieve, individually and collectively. This will be done by aligning our goal with effective leadership, a conducive organisational culture, structure, capability, processes and systems.

### **Strategic objective:**

**To create an agile and efficient environment that will attract, develop, motivate and retain a high calibre and engaged workforce.**

AAU shall have a more flexible work force and aligned organisational culture (values, norms and attitudes). Its human resources practices and structure will foster the achievement of our vision and mission.

### **We shall make the following changes:**

Mutually reinforcing flexible and formal structures: Semi-autonomous teams will organise around projects to deliver on a result,

empowered by rapid information flows. Formal structures will sustain organisational coherence and institutional memory.

### **Talent management and development:**

This will be customised to reflect the teams' needs, accompanied by the rapid re-skilling of staff, while learning and development will be integrated in everyday work. Special attention will be given to improving transformative feminist leadership training and analysis to reflect our programme priorities.

### **Organisational culture:**

We will build an adaptive and ethical culture, enabling the work force to have a collective interpretation of the changes the organisation is making through its new Strategy, to respond to the internal and external work environments, and to embrace technology as a catalyst for greater efficiency.

### **Managing and delivering partnerships and collaboration:**

We shall adapt to work with partners that are versatile, flexible, bold, and committed to building and sustaining citizens' struggles for social justice, including organisations of young people, social movements, research institutions, academia, the media, religious and cultural institutions.

## Expected outcomes

- ◇ Highly skilled, agile, engaged and motivated workforce and teams able to achieve AAU's mission as a vocation, including in their immediate environs and communities.
- ◇ Improved staff retention, with a competitive staff-enabling environment, talent identified and nurtured, especially that of women with leadership potential to become AAU's next leaders.
- ◇ Innovation, calculated risk-taking and quick decision-making in response to opportunities in the external environment.
- ◇ More robust, equipped, accessible and responsive IT and Administration units with the capacity to effectively support the needs of other units and partners in creative and empowering ways.
- ◇ A more holistic understanding of AAU as an engaged partner, rather than as a funder.



## 5.2 Communications for Social Justice

**R**ecognising the need for improvement in the modes, methods and quality of communication by staff, partners, groups and formations we work with, and acknowledging the power of effective communication for mobilisation in the drive for social justice, AAU will invest more in its information and communication capability.

### **Strategic objective:** **To enhance brand visibility by revamping internal communications systems and developing strategic relationships with the media.**

To this end, we shall:

Strengthen our communication strategy and policy to ensure flexibility, provide guidance to staff, partners and formations to guarantee a regular flow of information to key stakeholders, and appropriate messaging for transformative change.

**Develop a skilled, innovative, dynamic and engaged communication team:** AAU will ensure that the capacity of staff, partners, groups, people formations and people living in poverty is developed to take advantage of new information and platforms, including new forms of media.

**Re-develop brand and visibility:** As AAU strengthens its social justice identity; our brand and visibility must reflect this new direction.

Brand awareness sessions will be carried out for staff, partners, groups, donors and other stakeholders to ensure that AAU is well represented in all spaces with appropriate brand and profile.

**Build strategic partnerships with the media:** Strategic partnerships with media houses for print, televised and social/digitalised spaces will be expanded to reach and mobilise people's formations, groups and people living in extreme poverty and to amplify their voice.

**Establish community-based information centres:** To empower people living in extreme poverty, AAU will work with others to train community-based citizen journalists to facilitate quick dissemination of relevant information. We shall also explore partnership opportunities to establish community-based information centres with simplified, translated information.

### Expected outcomes

- ◇ An agile, innovative and strengthened communications function that uses diverse spaces to profile the impact of our work and promotes social justice.
- ◇ Greater access to information by people who face injustice.
- ◇ A more publicly accountable AAU, including to all its clientele.



## 5.3 Knowledge Management and Impact Assessment

**G**uided by our vision, mission, values, overall goal and Theory of Change, our M&E system and processes will inform us about our successes and challenges, together with our partners.

Building on our experiences and our instruments, including a Management Information System and our Accountability Learning and Planning Systems, we shall deepen our understanding and application of feminist principles in the design, implementation, monitoring and evaluation of our work.

### Strategic objective:

**To build a robust M&E system that generates new knowledge, fosters learning and accountability, evidence-based alternatives and measures the impact of our work.**

To improve the quality of our monitoring, evaluation and learning agenda, covering both programmatic and institutional commitments, and informed by the 3Rs - rights, redistribution and resilience, AAU will:

**Undertake a participatory baseline study and indicator development** process with our partners and people living in poverty to obtain clarity and consensus on the change we desire to see.

**Reflect all dimensions of power:** We shall ensure that all our change targets and indicators are subjected to a rigorous analysis of all the dimensions of power - visible, invisible and hidden - so that we can exhaustively report on changes in power relations.

**Focus on conducting M&E for people living in poverty** to enable them assess key changes in power relations and progress in eliminating poverty, inequality and injustice.

**Invest in appropriate information technology** and digital M&E processes that serve people living in poverty.

**Test our Theory of Change** by challenging assumptions and generating evidence for learning and improvement in our programmes.

**Generate new knowledge and understanding** of how social change and how power shifts happen in favour of those living in poverty, and widely share this information.

### Expected outcomes

- ◇ Through stories of change at individual, community and policy levels, AAU demonstrates its contribution to changing power relations, in all its dimensions, in favour of people living in poverty.
- ◇ Staff, partners and the communities we work with have a better understanding of how change happens, hence increasing the effectiveness of their actions.
- ◇ AAU is better equipped to adapt its programming to become more effective and to deal with the complexities of its agenda.
- ◇ Quality and timely programme implementation assessments facilitate learning and inform management decisions and outcomes.
- ◇ Evidence-based accountability to people living in poverty, our supporters and other stakeholders.

## 5.4 Strengthening Internal Governance and Oversight

**E**ffective internal governance is an important feature of successful organisations. AAU's internal governance regime comprises strong policies and systems, a diverse national Governing Board supported by an internal audit function, and a General Assembly.

**Strategic objective:**  
**To strengthen ActionAid Uganda's internal and external accountability mechanisms and strengthen the representativeness of diverse interest groups.**

To advance the internationalisation process within the ActionAid Federation, AAU will strengthen its internal and external accountability in the next five years by:

**Including social movements in our governance:** Our constitution requires that people living in poverty, mainly represented through partners, constitute 50 per cent of the members of the General Assembly. We shall also include representation of social movements in our governance structure, in line with our commitment to identify and support their causes.

**Nurturing young leaders:** Given our country's demographics, we commit to more affirmative action to have young people in our governance bodies, including the Board, General Assembly and luster reference and support teams.

**Strengthening ambassadorial and fundraising roles:** To increase the involvement of our governance bodies in advancing our mission, we shall expect members to play more active promotion roles for the organisation, and be accountable for it.

**Contributing to the ActionAid Federation:**

As an affiliate member of the Federation, AAU will contribute to its overall strategic and governance direction through governance, technical, financial and support services to advance the internationalisation process.

**Ensuring that governance organs benefit from and utilise AAU's improved ICT environment:** Board and Assembly members will enhance their ICT knowledge and access for greater programme impact and more effective oversight.

**Ensuring an efficient internal control environment:** With strong internal and external audit functions, we will maintain up-to-date financial records, undertake periodic risk assessments, mitigation and timely implementation of audit recommendations.

### Expected outcomes

- ◇ A more democratic and inclusive AAU, where all internal governance structures are held accountable for their clearly defined mandate and result expectations.
- ◇ A stronger AAU brand recognised at national, regional and global levels.
- ◇ Strengthened systems, policies and practices, making AAU more effective, more accountable, better respected and recognised.
- ◇ More agile and efficient decision-making, powered by the increased use of technology to facilitate e-governance.
- ◇ Recognition of AAU's contribution as an affiliate member within the ActionAid Federation.

## 5.5 Fundraising

The fundraising architecture is evolving fast: traditional donors are changing, both in focus and funding modalities, partly in response to domestic political issues. This requires AAU to be more innovative and dynamic in the way it approaches its fundraising.

In the 4<sup>th</sup> Country Strategy period, we experienced a decline in child sponsorship income and the number of individual givers from a projected 19,000 to 14,000.

We however also saw a rise in our non-regular income from UGX 8 billion in 2012 to UGX 11.8 billion in 2016.

AAU has developed a fundraising strategy which will be updated and aligned to resource this 5<sup>th</sup> Strategy.

### Strategic Objective:

**To grow our overall income by 30 per cent by implementing a well-coordinated system for resource mobilisation, acquisition and relationship management.**

#### We will, in the strategy period:

**Strengthen our capacity to better service our existing sponsors** and invest in a national sponsorship programme targeting diverse individuals, including our staff, partners and the communities we work with.

**Increase the proportion of funding** from institutional donor organisations, trusts, foundations and corporate institutions whose agenda are aligned with our values, mission and priorities.

**Develop and strengthen a strategic relationship** with all donor agencies through proactive engagement to enable them appreciate the new AAU programming focus thus influence their priorities.

**Strengthen our contract management system** and team for servicing our contractual funding obligations.

Strengthen AAU's local grantmaking capacity in line with its partnership approach so as to better deliver on sub-granting as well as capacity support to Civil Society Organisations.

**Explore the possibilities of providing paid-for development services** as a source of income from our resident capacities and skills.

### Expected outcomes

- ◇ An expanded AAU regular giving supporter-base from the current 14,600 to 15,000 by 2022. The national sponsorship programme will compensate for any drop in international supporter links.
- ◇ Increased non-regular giving income by 43 per cent from UGX 10.53 billion in 2014 to UGX 15 billion annually by 2022.
- ◇ A national sponsorship and solidarity programme raising funds from individuals within Uganda.
- ◇ Raising at least 5 per cent of our income from strategic partnerships with business entities and the private sector.
- ◇ An effective management system and well-coordinated team complying with all funding contractual obligations and conditions.



## 5.6 Financial forecast

Financial resources will be a key ingredient in determining how fast we progress towards achieving our vision. AAU's 5<sup>th</sup> Strategy is developed at a time when the fundraising environment locally and globally is volatile.

Despite this volatility and our forecast of lower child sponsorship income, we aim to mobilise the appropriate type and amount of money within Uganda and from global markets, guided by programme-led funding planning to match our ambitions.

Financial Projections in Uganda shillings (millions)

Income by Product	2017	2018	2019	2020	2021	2022
Child sponsorship-external	8,307	6,558	5,320	4,366	3,601	3,147
Confirmed donor income	4,707	4,328	3,331	966		
<b>Total Income</b>	<b>13,015</b>	<b>10,887</b>	<b>8,651</b>	<b>5,332</b>	<b>3,601</b>	<b>3,147</b>

Expenditure						
Programme costs	15,816	18,022	16,220	15,895	16,849	17,860
Indirect overhead costs @15%	1,587	2,703	2,433	2,384	2,527	2,679
Fundraising costs	1,599	1,553	1,618	1,668	1,670	1,759
Organisational Governance costs 2%	363	370	378	385	393	401
<b>Total</b>	<b>19,367</b>	<b>22,650</b>	<b>20,649</b>	<b>20,334</b>	<b>21,440</b>	<b>22,700</b>
<b>Funding gap / target</b>	<b>6,352</b>	<b>11,762</b>	<b>11,997</b>	<b>15,002</b>	<b>17,839</b>	<b>19,553</b>

## 5.7 Risk management

AAU recognises that risks will be part of our working environment. Building on our cumulative lessons from the past, we have developed a detailed mitigation strategy for the following key external and internal risks:

**Shrinking political and civic space**, connected to the growing governance and security challenges in the country and in the region.

Guided by our fundraising strategy, technical support from ActionAid Federation members, and progressive investment in fundraising, we will aim to have 80 per cent of our income being non-child sponsorship by 2022.

This strategy period will also be one in which our imagination and professional aptitude to design models for organisational financial sustainability will be most needed. Our financial projections are summarised in the Table below:

**Limited ability by existing and conventional partners** to reach and work with people living in extreme poverty.

**Worsening funding environment** due to declining economic fortunes in the country as well as in traditional donor countries.

**Inability of AAU and its partners to effectively service donor requirements** due to capacity gaps in contract management and a mismatch in expectations and interests.

**Failure by AAU staff members to align their behaviour and actions to the new strategic direction and requirements, leading to weakening control environment and performance.**

**Inability by AAU to quickly adapt to the new demands and requirements to work with non-conventional civic groups and diverse citizen struggles for social justice.**

The mitigation strategies defined in a Risk Matrix that is part of an Operational Plan for the 5<sup>th</sup> Strategy comprise actions internal to AAU and those we shall work with partners to address.

## Expected outcomes

- ◇ AAU implements the necessary mitigation measures.
- ◇ A bolder AAU takes risks and innovates to overcome emerging challenges in the struggle for social justice.



# 6. Transition to the 5<sup>th</sup> Strategy

This 5th Strategy Paper reflects our commitment to strengthen our work in collaboration with others, to advance the cause of greater social justice. Its successful implementation requires important immediate and medium-term internal actions to enable us better prepare to deliver on the commitments made and to adjust whenever needed.

## 6.1 Key Issues

Immediate transition issues include developing a clear results logic and a robust M&E framework with measurable indicators for programme and institutional objectives.

This framework will be informed by a detailed baseline to enable us understand where our renewed journey starts, and targets to measure progress.

A comprehensive operational plan will follow. This will breakdown and phase the critical actions necessary to take forward the important commitments the 5<sup>th</sup> Strategy makes, including to our primary target groups - people living in extreme poverty.

We shall also identify strategic partners as we take our renewed quest for social justice forward.

These transitional undertakings will be contained in a Change Management Plan that will be developed six months after the approval of this Strategy and completed by March 2018.

## 6.2 Implementation

The implementation of this Strategy will be articulated in annual work plans and budgets that will be developed in accordance with our annual planning and budgeting cycle. This will entail an iterative process between Head Office, Cluster and Local Rights Programmes (LRP) staff, as well as national and grassroots partners for social justice. Integral to the annual cycle will be participatory reflection and learning processes that will be revamped to better reflect our recommitment to AAUs accountability, learning and planning, as well as a regular examination of the external context of work at grassroots, LRP, national, regional and international levels, so that we respond to changes around us.

The external assessments mentioned in the M&E section will take the form of a mid-term review at the beginning of 2020 - the third year of implementation. This will enable us to draw strategic learning from our areas of progress and those of failure, as well as from any major changes in the environment, to inform the second half of the strategy implementation period. At the beginning of 2022, we shall commission an external evaluation to assess our overall performance in achieving the strategy goal, and to inform the context and learning for our future direction.

With these measures, we are confident that our 5th Strategy will be brought to life and kept alive to the realities of the dynamic context in which we operate, and help us renew our resolve to achieve social justice for people living in poverty, while seeing AAU grow from the lessons learnt along the way.





UGANDANS DESERVE BETTER.  
ENOUGH IS ENOUGH.

Tax will build for us a better school.  
Pay your taxes.  
actionaid

Stop Wasteful Expenditur

If Tax mon... was no... stolen, V... would h... bette... salari...

Photo Credit: Ojumbo/ActionAid

# 7. Appendices

## 7.1 Glossary

We have adopted the following operational definitions for terms frequently used in this Strategy Paper:

**Accountability:** Officials entrusted with public resources are answerable for fiscal and social responsibility to the citizens and take responsibility for their actions and decisions.

**Activista:** ActionAid's global organising medium for young people to build solidarity, inspire each other, participate in and influence decision making in governance and development at all levels.

**Climate resilience:** Ability of small-holder farmers and communities to withstand and recover from the shocks of climate change through adaptation, enabling them to live with minimal disturbances to their normal lives and sources of livelihoods.

**Climate Resilience Sustainable Agriculture Model (CRSA):** A model developed by ActionAid and partners that prioritises the right to food, environmental conservation, and long-term community resilience to reduce food insecurity at the local level, and which contributes to effective national and international climate change policies that support self-sufficiency and sustainability in agricultural systems worldwide.

**Extreme poverty:** A condition of dire and perpetual need, vulnerability and powerlessness. People living in extreme poverty often lack the support system to exit from poverty and are often left out of mainstream poverty eradication programmes.

**Feminism:** A social and political struggle against all forms of male domination (patriarchy) - an ideology that advocates for the transformation of all social relations of power that oppress, exploit, or marginalise women.

**Feminist analysis:** The application of a set of analytical frameworks aimed at eliminating all forms of discrimination against women.

**Gender equality:** The absence of discrimination in opportunities, allocation of resources or benefits, or in access to services based on a person's sex.

**Gender equity:** Fairness and justice in the distribution of benefits and responsibilities to women and men.

**Gender responsive:** Consideration that all provided social services should meet the needs of women and men, boys and girls without discrimination.

**Internationalisation (of ActionAid):** A process started in 2003 to transform the organisation from being a typical international NGO with country offices to a global federation with members. AAU became an Associate Member in 2006 and a fully-fledged Affiliate Member in 2009.

**Kyoto Protocol:** The international treaty finalised in Kyoto, Japan in 1997 which came into force in 2005 after years of negotiations in an attempt at mitigating the effects of climate change. The treaty commits State Parties to reduce their greenhouse gas emissions based on the premise that global warming exists and that human-made carbon dioxide emissions have caused it.

**Patriarchy:** The systemic and institutionalised male domination embedded in and perpetuated by cultural, political, economic and social structures and ideologies. Patriarchy makes women inferior and subordinate and confers control and decision-making to men.

**Power:** The ability of citizens to use their humanity and constitutional mandate to influence how development responds to the rights, needs and aspirations of the most vulnerable persons in the community. ActionAid seeks to harness people's power to influence those in power.

**Social justice:** The view that everyone deserves equal economic, political, social rights and opportunities. This requires that we open the doors of access and opportunity for everyone, particularly those in greatest need. Social justice entails fair and just relations between the individual, society and State.

**Social movements:** Groups of people and their organisations (mostly informal) committed to social justice, working beyond one geographical area to achieve changes in laws, policies, practices and the way institutions operate.

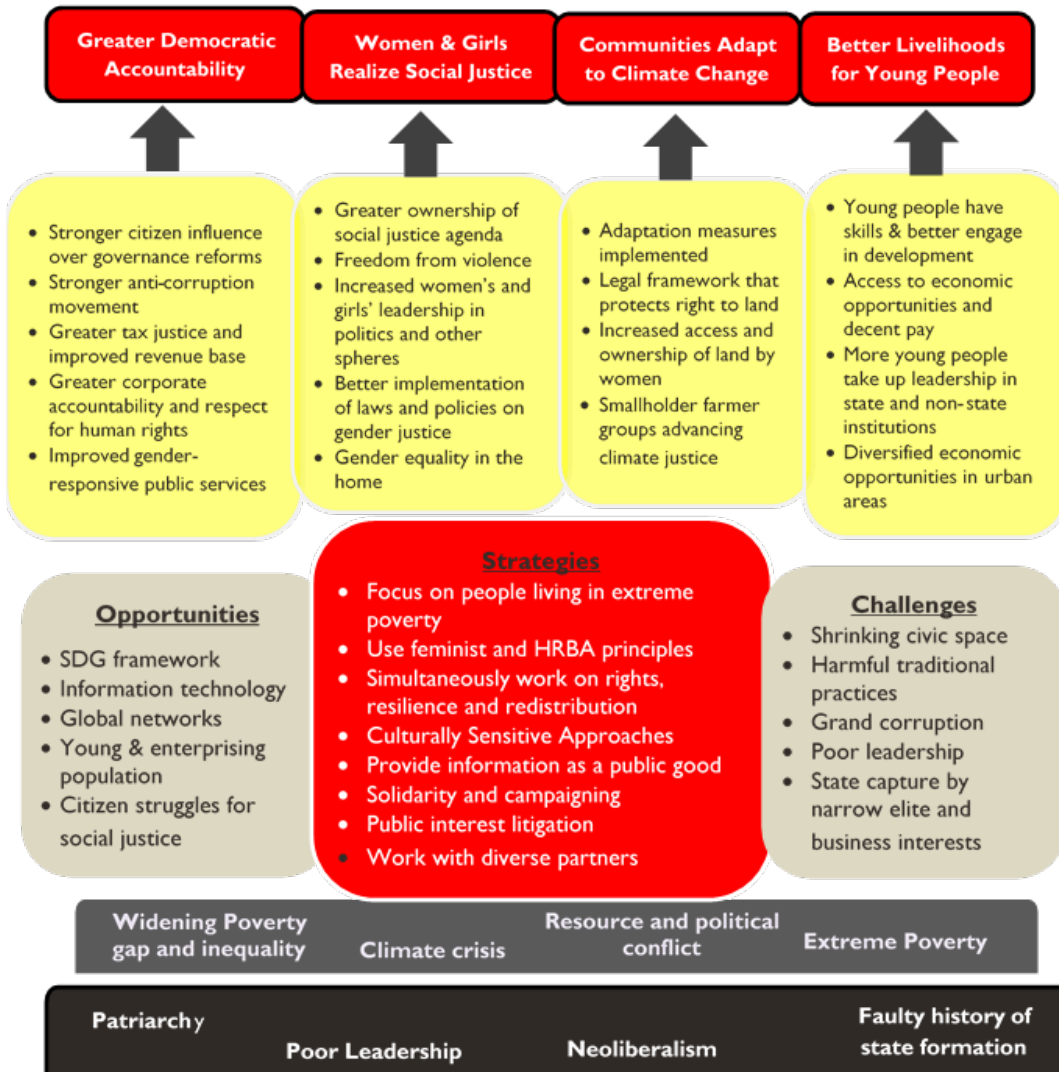
**Young people:** Young females and males aged between 12 and 30 years.



# Results Logic

**A just, equitable, and sustainable world in which every person enjoys the right to a life with dignity and freedom from poverty and all forms of oppression**

**Secure increased social justice for people living in extreme poverty in areas where we work in Uganda by 2022**



**ENABLERS:** Human Rights Based Approach and Feminist Principles and Power Analysis, emerging social movements, enabling national and international policy frameworks and commitments. technology

**For those that seek to make a change in the world,  
whether global or local, one lesson of his life is this:**

## **You can.**

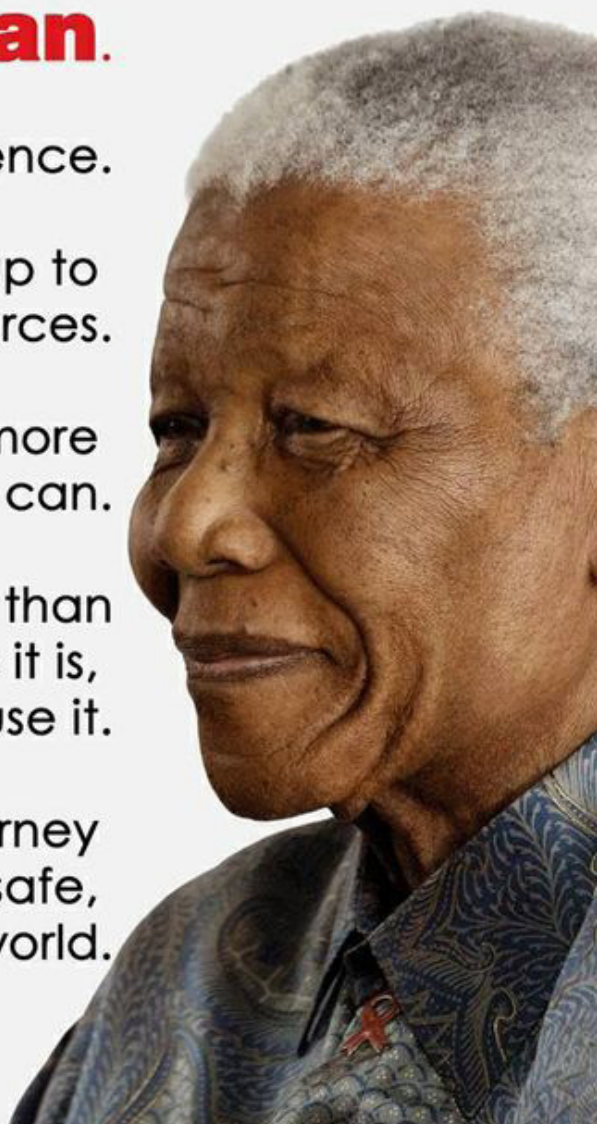
You can make a difference.

You can stand up to  
insurmountable forces.

You can put up with far more  
than you think you can.

Your lever is far longer than  
you imagine it is,  
if you choose to use it.

If you don't require the journey  
to be easy or comfortable or safe,  
you can change the world.





**ActionAid is a global movement of people working for a just and sustainable world. We believe people living in poverty have the power within them to create change for themselves, their families, communities and Society.**

**ActionAid is a catalyst for that change**

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