

STRATEGIC PLAN

2023-2025

Putting Women at the Forefront



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On behalf of the Board of the National Association for Women’s Action in Development (NAWAD), we hereby certify that this Communication Strategy has been duly revised, passed, and adopted as a guiding tool for effective and efficient communication both within and outside the organization.

Signed and sealed this

Approved by:

Board Chairperson

Executive Director

VISION

A society where women and girls enjoy social, economic, and environmental justice, and environmental justice

MISSION

To empower women and girls to achieve social, economic and environmental justice through capacity building, research, advocacy, and service provision and environmental justice through capacity building, research, advocacy, and service provision

CORE VALUES

- Honesty
- Respect
- Dignity
- Excellence
- Fairness
- Justice
- Transparency

STRATEGIC OBJECTIVES

1. Agriculture and Women's Economic Empowerment.
2. Climate Change and Natural Resource Management
3. Sexual and Gender-based Violence and Social Justice
4. Organizational Capacity Strengthening

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FOREWORD



Since its inception in 2009, the National Association for Women's Action in Development (NAWAD) has been committed to uplifting the socio-economic status of women and girls as a pathway to building stable and peaceful families in Uganda. Our key focus is at the grassroots where women and girls have limited voice due to the inherent discriminatory social and gender norms that continue to hinder their active participation in decision-making processes, limit their access, control over, and ownership of natural resources, and they shoulder the heavy burden of caregiving to their families.

At NAWAD, we are excited about this strategy because it defines our key priority areas for the next three years (2023-2025)

At NAWAD, we are excited about this strategy because it defines our key priority areas for the next three years (2023-2025). We will commit to using gender transformative approaches to advance agriculture food systems and women's economic empowerment, promote efforts addressing climate change and sustainable natural resource management, as well as strengthen the grassroots women's movement to alleviate sexual and gender-based violence. The three-year strategy draws on the review of our previous five-year strategy (2020-2025).

The development of this strategy has been a long participatory process that engaged the board, staff, and Mbarara local government. We are very grateful for the Organizational Capacity

Assessment that was conducted by the United States Agency for International Development (USAID)-Capacity Civil Society Strengthening Activity (CSSA) Uganda that identified gaps in our previous strategic plan 2020-2025. This review process would not have been possible without the technical and financial support from USAID-CSSA. Global Fund for Women provided logistical support to staff and board members to participate in the review process. NAWAD Secretariat has been instrumental in moving the organization's agenda forward! Your efforts are highly appreciated!

I look forward to embarking upon this exciting journey with all stakeholders to implement this Strategic Plan to realize NAWAD's vision of "a society where women and girls enjoy social, economic, and environmental justice" and its mission. I call upon all actors of goodwill to support the implementation of this strategic plan. On behalf of the entire board and Executive Committee of NAWAD, we are committed to supporting all efforts aimed at empowering grassroots communities to challenge the discriminatory gender social norms in the key thematic areas of our focus to contribute to gender equality, women and girl's empowerment in Uganda.

Dr. Florence Muhanguzi Kyoheirwe

NAWAD Board Chairperson

ACKNOWLEDGMENT



I am pleased to present to you NAWAD's Strategic Plan 2023-2025. It defines our direction in contributing to economic empowerment and social justice for grassroots women in Uganda. At NAWAD, we believe that putting women at the forefront promotes stable, peaceful families and the development of Uganda as a whole. We envision a society where women and girls enjoy social, economic, and environmental justice. Therefore, this three-year strategy is a response to the persistent discriminatory socio-cultural and gender norms that hinder women's and girls' empowerment.

This strategy is a strong value proposition to NAWAD members, partners (donors and civil society organizations), Local Governments, and the private sector that will facilitate strengthening partnerships and collaborations under the key thematic areas of Agriculture food systems and Women's Economic Empowerment, Climate Action and Environmental Conservation, Sexual and Gender-based violence and Social Justice, and Organizational Capacity Strengthening.

Our appreciation goes to USAID-CSSA, and the East-West Management Institute for the financial and technical support in reviewing our previous strategy that culminated into this plan. We are highly indebted to Global Fund for Women that partly facilitated the review process. Appreciation is also extended to other development partners, such as Womankind Worldwide, UN Women, Latek Stay Alliance Uganda, Fair Ventures, Global Green Grants and African Women Development Fund (AWDF) for supporting NAWAD in realizing its vision and mission. Together for gender equality and equity!

Christine Bwailisa
Executive Director

ABBREVIATIONS

CSSA	Civil Society Strengthening Activity
EABW	East African Business Week
EAC	East African Community
EWMI	East-West Management Institute
GBV	Gender-Based Violence
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social, and Cultural Rights
IEC	Information, Education, and Communication
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
NAWAD	National Association for Women's Action in Development
NAPE	National Association of Professional Environmentalists
NDP III	National Development Plan III
NDC-PP	Nationally Determined Contribution Partnership Plan
NER	Net Enrolment Rate
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
SADC	Southern African Development Community
SGBV	Sexual and Gender-based Violence
UBOS	Uganda Bureau of Statistics
UDHR	Universal Declaration of Human Rights
UNSCR	United Nations Security Council Resolution
USAID	United States Agency for International Development
USAID/CSSA	USAID/Uganda Civil Society Strengthening Activity
VAWG	Violence against Women and Girls
WSHF	Women smallholder farmers

INTRODUCTION

This document presents a three-year strategic plan for the National Association of Women's Action in Development (NAWAD) 2023-2025. The first section gives a background to NAWAD, the strategic plan development process, contextual analysis, the SWOT analysis, NAWAD key achievements, stakeholder analysis, challenges and lessons learnt. The second section describes the strategic goal and objectives, the results framework, theory of change, Gantt chart, M&E framework, sustainability plan, governance and management, and budget.

This strategic plan is a result of the mid-term review of the NAWAD's strategic plan (2020-2025). The review was informed by the recommendations from the Organizational Capacity Assessment (OCA) conducted by USAID/CSSA in the last quarter of 2021 which identified gaps in NAWAD's goal and key focus areas. The strategic plan review process was participatory, engaging both internal and external stakeholders through a three-day consultative workshop.

The process was further informed by a comprehensive desk review of existing literature on political, economic, social, technological, environmental and legal frameworks with respect to the key thematic areas of Agriculture, climate change and natural resource management and sexual and gender-based violence. Internal stakeholders involved included the NAWAD board members, staff and volunteers and the External stakeholders engaged included the Mbarara district local government representative and a staff from USAID/CSSA that facilitated the review process.

BACKGROUND

National Association for Women's Action in Development (NAWAD) is a voluntary non-governmental women's organization that was initiated by a group of women in 2009 who were inspired by the need to promote gender justice to liberate women and girls from: persistent discrimination, lack of voice and access to and control over productive resources; sexual and gender-based violence; and, the heavy burden of care in their families. Yet women and girls play a critical role in sustaining families and the development of the nation. The organization was legally registered in 2010 with the Ugandan NGO Board (INDR83662539NB6). As required by the Laws of Uganda, NAWAD was also registered with the Registrar of Companies -- Uganda Registration Services Bureau (URSB) (80020003401241).

NAWAD is committed to promoting a stable and peaceful society where women and girls enjoy equal rights with men and boys in the different spheres of life. The organization focuses on the family and the crucial role women play in their families, communities and the development of Uganda as a nation, while "putting women at the forefront" in all interventions. NAWAD will continue to work towards uplifting the socio-economic status of women and girls at the grassroots in Uganda.

CONTEXTUAL ANALYSIS

3.1 Political Context

In Uganda, agriculture remains the backbone of the economy contributing 21.5% to the country's Gross Domestic Product (GDP) and 47% to the export earnings.¹ Agricultural production is largely dominated by smallholder farmers (SHFs) who do not only lack access to finance, and land, and are affected by price fluctuations of agricultural produce, but also work within poorly functioning value chain with limited access to agricultural inputs and information. In addition, the ever-growing population threatens food security in the country. Women form a large proportion of the SHFs provide over 70% of the agricultural labor force and contribute 90% of the country's food basket and 50% of the cash crop output.² Yet they experience multiple gender-based constraints that hinder them from thriving in the agricultural sector.³

At the national level, the Uganda's Vision 2040 builds on the progress that has been made in addressing the strategic bottlenecks that have constrained Uganda's socio-economic development.⁴ The National Development Plan III (NDPIII) aims at increasing household incomes and improving the quality of life of Ugandans through sustainable industrialization for inclusive growth, employment and sustainable wealth creation.⁵

¹ National Planning Authority (2020) National Development Plan III 2020/21 – 2024/25, Republic of Uganda, Kampala

² Feed the Future Uganda (2015) Feed the Future Uganda 2015 Zone of Influence Interim Assessment Report. Rockville, MD.: Westat,

³ Bamwesigye, Dastan et al 2019. A review of the political economy of agriculture in Uganda: Women, Property rights, and other challenges

⁴ Government of Uganda, Uganda vision 2040, chapter 18, section 403

⁵ National Planning Authority (2020) National Development Plan (NDPIII) 2020/21-2024/25; Republic of Uganda, Kampala.

As part of this plan, Uganda has progressively increased its investment in energy and infrastructural development, with a renewed focus on increasing access to affordable energy that supports agriculture-based industrialization and job creation, maintaining favorable macroeconomic policies and regulatory framework. This has enabled major development partners/donors and non-governmental organizations to operate and support its ambitious development agenda by investing in health, education, food security/livelihoods, water, hygiene and sanitation (WASH), energy and infrastructure. Other regional programmes such as the East African Community Vision (EAC) 2050 and Africa Agenda 2063 focus on building a modern people-centered, independent, integrated, resilient, and self-sustaining economy.⁶

Despite the conducive political environment, policies, and regulatory frameworks that have facilitated development partners/donors and non-governmental organizations to operate and contribute to the national development agenda, gender inequalities remain apparent cutting across all sectors of development in the country. The weak governance resulting from corruption and duplication of government programmes remain serious problems, undermining aid and development impact. Consequently, government institutions continue to struggle to effectively supervise and integrate aid projects into government programmes.

3.2 Economic Context

The Ugandan economy grew at 4.6% during Fiscal Year (FY) 2021/2022, faster than had been anticipated due to an uptick in activity after the economy reopened in January 2022 which had been heavily impacted by the COVID-19 pandemic.

⁶East African Community Vision 2050; Arusha, Tanzania, 2016

Services and supplies were the main drivers of economic growth.⁷ However, with rising prices and policy tightening, growth in real consumption slowed because of reduced purchasing power, limited credit growth and job losses. A half of the population was food-insecure with households being unable to access food products.⁸ With reduced reform momentum, a less supportive external environment, and other exogenous shocks like droughts and rainfall variability, structural transformation is essential to reinvigorate economic activity and reduce poverty by supporting vulnerable farmers and small enterprises, increasing uptake of technology, reducing inequalities and supporting effective use of public resources for strengthened resilience.

Uganda continues to face gender inequalities in economic outcomes despite closing gender gaps in labor force participation and entrepreneurial activity.⁹ For instance, more than 80 % of land in Uganda is held under undocumented customary law that is largely controlled by men. Women can only access and use this land but have limited control over the proceeds from their labor. Women's access to, ownership and control over productive resources such as land, credit and information remain major constraints for women in Uganda.¹⁰ This calls for more efforts by both government and civil society organizations to address the numerous constraints that lead to gender inequality.

3.3 Social context

Uganda's patriarchal culture bestows more power to men than women, creating power differentials. Violence against women and girls remains apparent in the country, infringing on their fundamental rights and freedoms including the right to life and, the right not to be subjected to torture or cruel, inhuman, or degrading treatment, as stipulated in the International Bill of Rights

⁷ The World Bank in Uganda report 2022

⁸ Ibid

⁹ The World Bank, Investing in Gender Equality in Uganda is Smart Economics, 2021.

¹⁰ <http://www.focusonland.com/countries/womens-customary-rights-in-uganda/>

the Universal Declaration of Human Rights (UDHR)(1948) and the United Nations Charter (1945). The UDHR affirms the inherent dignity, equal and inalienable rights of all human beings (men and women) as the foundation of freedom, justice and peace in the world.¹¹ It set standards for the promotion and protection of human rights and freedoms for all people and nations without discrimination based on race, colour, sex, language, religion, political or other opinion, national or social origin, property and birth or other status (Articles 1, 2). This commitment is supplemented by the International Covenant on Economic, Social and Cultural Rights (ICESCR) (1966) that provides for equal economic, social and cultural rights (Article 3); the International Covenant on Civil and Political Rights (ICCPR) (1966) that provides for civil and political rights for all and other conventions such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)¹² and the African Charter on Human and Peoples' rights (1981) – Women's Rights Protocol - that provide for women's rights and elimination of all forms of discrimination, among others. NAWAD subscribes to the global and regional call for the promotion of human rights, gender equality and women's empowerment as articulated in a number of conventions and declarations.

Despite many global and regional instruments for promoting human rights, gender equality, the advancement of women and girls' empowerment remains a challenge in Uganda. This challenge is manifested by the high incidence of poverty among women; violation of women's rights reflected in the increasing cases of Gender-Based Violence (GBV); limited participation of girls in education; illiteracy among women; and women's limited access to, ownership and control of productive resources; limited capacity building for women and girls; and, the negative attitude towards gender, equality among others. Sexual and Gender-based violence remains a critical issue for women in Uganda and statistics indicate that 56% of married women and 44% of married men have experienced

¹¹United Nations (1948) United Nations Universal Declaration of Human Rights, UN: New York.

¹²A critical Overview of Gender-Based Violence in Uganda, Peter Ocheme, 2020.

physical, sexual, or emotional violence by their current or most recent spouse/partner.¹³ The discriminatory social and gender norms remain apparent, creating stasis that undermines efforts to change the status quo.

3.4 Technological context

The Information Communication Technology (ICT) sector is one of the fastest growing in Uganda's economy at an average of 20.5% per annum, contributing 2.4% to GDP per capita growth.¹⁴ The broad range of ICTs (email, internet, mobile telephone, community radio, television, among others) enable rural women to access information and connect with a diverse range of people, allowing them to make more and better-informed decisions. However, women in rural areas are not able to afford these information technologies due to poverty, illiteracy and lack of electricity. The gender digital divide remains wide in Uganda. Further, the optic connectivity consists of only 5000 kilometres which does not cover some areas in the country. NAWAD shall use the basic ICT infrastructure such as the community radio as a means to deliver its programmes.

3.5 Environmental context

Uganda's climate is naturally variable, characterized by frequent and intensive weather extremes such as floods, hailstorms and droughts which have had negative socio-economic impacts in the past because of their effects on the agriculture sector. Human-induced climate change is likely to increase average temperatures in Uganda by up to 1.50C in the next 20 years and by up to 4.30C by the 2080s.¹⁵ Uganda's forest and wetland cover continue to reduce

¹³ UBOS, Annual Agricultural Survey (AAS) 2019.

¹⁴ International Telecommunication Union, 2017, Measuring the information society report.

¹⁵ UN-OCHA, 2008, Climate change in Uganda: Understanding the implications and appraising the response.

significantly because of continuous encroachment, deforestation and forest degradation through conversion of forest land to other land uses such as agriculture, charcoal burning and timber business.¹⁶

The Uganda government has been in the spotlight for giving away land in fragile ecosystems to investors to establish industries. For example, the Namanve Industrial Park which was set up in the Namanve Wetland, while other parks were developed at Mbalala (Mukono), Kawempe, Matuga, and investors took over land for Agro businesses like BIDCO in Kalangala, Atiak Sugar factory in Amuru district, among others. The degradation of wetlands and forests by local and foreign investors has an effect on access to water for the locals since the water catchment areas are destroyed which impacts sanitation in communities and overall climate. The poor environmental management practices lead to agricultural shocks that greatly affect smallholder farmers, especially women.

Civil society organizations, with support from international NGOs, have potential to play an important role in supporting advocacy and research for an effective response to climate change in Uganda and natural resource management for sustainable development.

3.6 Legal context

The government of Uganda has been committed to advancing gender equality and women's empowerment in the different fields of development. This is reflected in the legal and policy framework, anchored in the Uganda Constitution (1995) chapter 4¹⁷ which recognizes women's role in society. These constitutional provisions have set the basis for addressing gender inequalities and promoting women's empowerment.

¹⁶ The rate of forest cover loss in Uganda, Ministry of Water and Environment, 2016.

¹⁷ Uganda Constitution 1995, Articles 20-26, 30, 31, 33, 40 and 50.

Several laws with gender-sensitive provisions have been enacted to provide for the promotion and protection of women's rights in access to productive resources (e.g. Land Act 1998 and its amendment of 2004; Succession Act 1972); Sexual and Gender Based Violence (Domestic Violence Act 2010, The Penal Code 129); Education for All (Education Act 13 2008, The Business, Technical vocational and Training Act 2008); economic and employment opportunities (Economic Opportunities Commission Act 2007; Employment Act 2006); participation in leadership (Local Government Act 1997 and its amendment 2001); and the Public Finance Management Act 2015 that provides for resource allocation to gender equality and equity initiatives.

Uganda has a conducive policy environment for gender-sensitive planning anchored in the Uganda Vision 2040 which emphasizes the importance of gender equality and respect for human rights as a key for sustainable development. Vision 2040 also stresses Uganda's over-concentration on the advancement of economic, social cultural and political conditions and neglect of preserving the environment that has resulted to global warming and other adverse environmental conditions associated with climate change. The Uganda National Gender Policy (2007), currently under review, provides the mandate for all development actors – state and non-state -- to develop and implement initiatives to address gender inequalities across sectors of development.¹⁸

Despite the conducive legal and policy framework for the promotion of women's rights and gender equality in Uganda, gender discrimination, violation and marginalization of women's rights remain apparent in Uganda. There are critical gaps in the enforcement of the laws and policies relating to family relations, property ownership and marriage which are not consistent with the constitutional provisions of gender equality and justice, and continue to expose women and girls to discrimination and marginalization.¹⁹

¹⁸ Republic of Uganda, 2007, *The National Gender Policy*, Ministry of Gender, Labour and Social Development, Kampala.

¹⁹ Bantebya et al., 2018, *Empowering Adolescent Girls in Developing Countries*.

SITUATIONAL ANALYSIS

The Strength, Weakness, Opportunities and Threats (SWOT) analysis examined the factors that impact on NAWAD’s performance in the light of its strategic focus. It evaluated competences within the organization to establish whether it has the requisite capability to achieve its objectives and realize its mission. Below are the key strengths, weaknesses, opportunities and threats identified.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Trust by stakeholders including donors • Strong community-based structure for programme delivery • Existence of a functional NAWAD Board • NAWAD secretariat and basic structures such as office premises • Core staff and committed staff • Knowledge of the local context • Goodwill and support from the local governments 	<ul style="list-style-type: none"> • Limited financial resources • Low resource mobilization capacity • Low salaries compared to other partner organizations • Low staff retention • Limited capacity of synod delegates in development work • Inadequate locally-raised funds • Existence of movable aged assets • Dependency syndrome among beneficiaries, extensive alcohol abuse and chronic poverty
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Conducive legal and policy environment for addressing gender equality and gender justice • International, regional and national networks/Alliance that support feminist movement building • Sustainability Development Goals priority areas • Donor willingness to support interventions that uplift women and girls’ dignity. 	<ul style="list-style-type: none"> • Unpredictable weather conditions leading to food insecurity and poor livelihoods • Inherent social and cultural norms that continue to relegate women to subordinate status • High illiteracy levels among women and girls • Ineffective enforcement of existing laws relating to access to and control of productive resources, especially land, and domestic relations.

ACHIEVEMENTS, CHALLENGES AND LESSONS

5.1 Achievements

Strengthened grassroots women eco-feminist movement

Since NAWAD's establishment in 2009, NAWAD has been at the forefront of building an eco-feminist movement in the northern and western parts of Uganda where NAWAD has gained experience in community mobilization for gender equality and women's empowerment at the grassroots, reaching more than 2,350 women.

Strengthened women's advocacy capacity for improved access to inclusive agricultural services

In 2022, with support from USAID-Civil Society Strengthening Activity (CSSA) through the Advocate for the implementation of NDP III Agro-Industrialization Implementation Action Plan in Rubirizi and Mbarara districts (AINAP) project, NAWAD enhanced the advocacy capacity of 1,500 women including youth in western Uganda to demand for the provision of post-harvest handling, storage and processing technologies and extension services from the local governments of Rubirizi and Mbarara districts as provided for in the NDP III agro-industrialization programme. The project has increased awareness in communities of the NDP III programme and popularized the Parish Development Model (PDM). Organized women groups have registered to benefit from this government programme.

There is increased engagement between the women smallholder farmers and the agricultural extension officers in Mbarara and Rubirizi districts. This was not a practice before the project; but after creating the linkage with the district leadership, women are now confident to reach out for support from their leaders. Women smallholder farmer groups (06 in Mbarara) have established small storage facilities for maize and beans. This has been attributed to the sensitization and capacity-building sessions conducted by the project staff.

In addition, sensitization about the district budgeting cycle has contributed to women's participation in the planning and budgeting conferences at district and sub-county levels. This will enable women to actively advocate for increase in budget allocation to post-harvest agro-processing and storage facilities in Mbarara and Rubirizi districts.

Supported women to know, claim, and protect their rights in a patriarchal society

In 2021, through the POWER project, NAPE and NAWAD with funding from Womankind Worldwide directly supported and mobilized 1,220 women across 4 districts (Hoima, Bullisa, Nwoya and Amuru), including 110 with declared disabilities, to influence decision-making in local development processes as well as promote the adoption of Localized Alternative Livelihoods (LAL) in communities affected by land-intensive industries. This has enabled often excluded women, many of whom provide a lion's share of the labor to sustain their families, an opportunity to understand and unleash their power within. Through that process of self-discovery, they have realized the power of collective action, sisterhood and solidarity.²⁰

Climate change adaptation interventions

Degraded areas of Western Uganda were reforested with sustainable community-based Agro-input. With support from Latek, more than 10,000 trees were planted to mitigate climate change and environmental degradation. More than 95 farmers got knowledge and skills enhancement on good Agro-forestry farm management skills.

Supporting global campaigns and events

Over the past three years, NAWAD has been part of the annual global 16 days of Activism campaign to challenge Violence Against Women and Girls (VAWG) with a focus on women and girls' mental health and wellness in northern Uganda.

²⁰ See details <https://nawad.co.ug/wp-content/uploads/2022/09/Solidarity-through-Sisterhood.pdf>

In this region, the population has suffered massive violations of human rights and severe war traumatization resulting from overwhelming acts of sexual and gender-based violence. The impact of this campaign has been observed in the improved social behavior and well-being of the populations where NAWAD operates.

NAWAD has enhanced the capacity of 1,898 grassroots women to prevent and respond to violence against women and girls through (1) the establishment of mobile GBV clinics that provide counseling services, psychosocial support, and referral to survivors of violence; (2) engagement of men as champions of change and awareness and sensitization campaigns. NAWAD recognizes all the support from partners --Womankind Worldwide and the African Women's Development Fund (AWDF) -- that have made this possible.²¹

In 2022, NAWAD with support from Womankind Worldwide strengthened community action against sexual gender-based violence (SGBV) in Nwoya district. The initiative targeted 200 girls in school and 80 teenage mothers to provide platforms through which they can access age-appropriate sexual and reproductive health information to enable them to make informed decisions to prevent sexual gender-based violence. NAWAD has also organized activities to commemorate the International Women's Day celebrations.

Response to natural calamities (COVID-19)

In 2020 NAWAD strengthened the capacity of 540 grassroots women to respond to COVID-19 and GBV to enhance safety with support from the UN Women -- Women's Peace and Humanitarian Fund (WPHF) in Western Uganda. With a total of 486 respondents at the project end line, the project recorded a reduction in the number of SGBV cases from 23% (20% sexual, 23% physical, and 21% emotional abuse) to 15% (17% sexual, 15% physical and 16% emotional). Results showed a change in the reduction where major perpetrators of violence

²¹See detail <https://nawad.co.ug/16-days-of-activism-campaign-against-gender-based-violence-in-nwoya-district/>

against women and girls across the survey periods (baseline and end line) with non-family members, intimate sexual partners, and family members by 10%.²²

Promoted climate-smart agriculture

With funding from Global Fund for Women, 600 women in Nwoya district were supported to develop and implement sustainable agriculture practices, and strengthen their leadership and advocacy capacity to promote an eco-feminist movement for climate justice by 2023.

Strengthened partnerships, collaborations and networks

With support from USAID-CSSA and other partners, NAWAD has strengthened collaboration, networking and partnerships with the local governments of Mbarara, Rubirizi, and Nwoya districts. This has built community trust and led to local governments buying in to support NAWAD's advocacy agenda.

NAWAD is also the vice chairperson of the Uganda Water and Sanitation Network (UWASNET) under the thematic working group for women, children and other vulnerable groups.

In 2019, NAWAD conducted a National grassroots women-led parallel event on the Beijing Declaration and Platform for Action (BPfA) in partnership with NAPE, Coalition on Girls Empowerment, and Womankind Worldwide. This was aimed at capturing women and girls' experiences in the 5 thematic areas of women, poverty, and the economy; Education and training of Women and girls; VAWG, women in power and decision-making; and, women and the environment. The participation of grassroots women in the Beijing +25 review consultative meeting was an opportunity to appreciate the genesis of the government's commitments to promote gender equality, and women's empowerment and to voice their issues of concern.

²² See details here <https://nawad.co.ug/wp-content/uploads/2022/09/STRENGTHNING-GRASSROOTS-WOMEN-TO-RESPOND-TO-COVID-19-TO-ENHANCE-SAFETY-endline-survey-report.pdf>; <https://nawad.co.ug/wp-content/uploads/2022/09/COVID-Emergency-Baseline-survey-in-Mbarara.pdf>

5.2 Challenges

Despite the achievements and the conducive environment, there are a number of challenges that are likely to stand in the way of NAWAD to successfully implement her activities. These include:

- Corruption associated with land grabbing and poor compensation – often associated with government support to local and foreign investors – multi-national companies;
- Backlash on women's rights promotion due to the inherent social and cultural norms that continue to relegate women to subordinate status;
- Climate change impacts agriculture leading to food insecurity and poor livelihoods;
- High illiteracy levels among women require budgeting for the translation of materials/concepts;
- Ineffective enforcement of existing laws relating to access to and control of productive resources, especially land, and domestic relations.

5.3 Lessons Learnt

NAWAD has already learned important lessons from its early development and the implementation of its mandate. These will guide the strategic thinking in the next 3 years. These lessons include:

- Successful implementation of the mandate requires committed, skilled and knowledgeable management and staff.
- With the increase in technology use, ICT is necessary for all projects and different target audiences.
- Clarity and completeness of data is crucial for monitoring the progress of the implementation of the plan.
- Regular monitoring is key to pause and reflect on the progress and evaluation.
- Stakeholder engagement must be intentional.
- Visibility and communication strategy is paramount to share achievements and learning.

STRATEGIC DIRECTION

6.1 Introduction

NAWAD's strategic plan is aligned with the global and regional development goals and objectives (2015 SDGs and African Union Agenda 2063) as well as the Uganda Vision 2040 and National Development Plan (NDP III) 2020/2021 – 2024. It contributes to the promotion of gender equality and gender justice among grassroots communities in Uganda. The strategic plan 2022-2025 is premised on the persistent discriminatory socio-cultural and gender norms that have remained barriers to women's and girl's empowerment despite the many interventions and policies by the state and non-state actors. We believe that putting women at the forefront promotes stable and peaceful families and society as a whole.

6.2 Vision

A society where women and girls enjoy social, economic, and environmental justice

6.3 Mission

To empower women and girls to achieve social economic and environmental justice through capacity building, research, advocacy, and service provision

6.4 Core Values

- Honesty
- Respect
- Dignity
- Excellence
- Justice
- Transparency

6.5 Thematic Areas

Under the strategic period 2023-2025, NAWAD will focus on 4 thematic areas that include:

- a) Agriculture and Women's Economic Empowerment
- b) Climate Change and Natural Resource Management
- c) Sexual and Gender-based Violence and Social Justice
- d) Organizational Capacity Strengthening.

6.6 Our Goal

To contribute to economic empowerment and social justice for grassroots women and girls in Uganda

6.7 Strategic Objectives, Outcomes, Outputs and Activities

Strategic Objective 1 (SO1): To advance gender-transformative agricultural systems²³ for women's economic empowerment and food-secure households by 2025.

Outcome 1.1: Women are economically empowered and their households are well-nourished and food-secure in the 5 districts.

Output 1.1.1 At least 9,000 SHFs increase their agricultural productivity and food security in 5 districts.

Output 1.1.2 Post-harvest handling of agricultural produce is improved by the establishment of 5 storage facilities in the 5 districts.

Output 1.1.3 Advocacy skills of 150 model women SHFs are improved.

Output 1.1.4 Awareness creation on local government planning and budgeting processes.

²³ Advancing gender transformative agricultural systems involves addressing gender inequalities in agricultural systems/communities – e.g. institutionalization of gender equality and equity in organizational culture, empowerment of women, building alliances between women and men – we should have activities that involve questioning and challenging the status quo.

Output 1.1.5 Increased access to credit through the PDM and income diversification of 100 women in 5 districts.

Activities:

- a) Train 450 women smallholder farmer groups, with an average of 20 women members in agricultural/agronomic best practices.²⁴
- b) Conduct a training of trainers of 150 model farmers.
- c) Advocate for 1 storage facility in each of the 5 districts.
- d) Train 150 women SHF model farmers in 5 districts in advocacy, local government planning and budgeting processes, value addition, marketing of their produce, financial management and income diversification.
- e) Mobilize 50 women to participate in planning and budgeting processes at the local government level.
- f) Mobilize 100 women SHF groups in 5 districts to access funding from the PDM.
- g) Conduct training of women SMFs in financial management and income diversification in the 5 districts.
- h) Mobilize women SHFs to establish agricultural micro-enterprises in 5 districts.

Outcome 1.2: Increased collaborative actions where women and men smallholder farmers and communities work together to challenge negative social and gender norms that perpetuate gender inequalities.

Output 1.2.1 A total of 450 women and 250 men mobilized to attend the gender sensitization and awareness creation meeting.

Output 1.2.2 At least 250 male smallholder farmers mobilized on issues of positive masculinity and challenging gender-discriminatory social norms.

Output 1.2.3 At least 150 couples will be trained and mentored to be change agents to support other households in overcoming gender-based inequalities.

²⁴ Agricultural best practices include: intercropping, pest and disease control, organic manure production, irrigation, soil conservation, post-harvest handling.

Activities

- a) Conduct 8 gender sensitization and awareness creation session for 700 women and men smallholder farmers.
- b) Mobilize 250 men and boys on issues of positive masculinity and challenging discriminatory social norms in society.
- c) Conduct training for 150 couples to be change agents to support other households to overcome gender-based inequalities.

Strategic Objective 2. (SO2): To promote efforts that address climate change and sustainable natural resource management for gender-responsive development.

Outcome 2.1 Strengthened capacity of SHFs in mitigation and adaptation to the effects of climate change and conservation of natural resources in the 5 districts.

Output 2.1.1 Basic knowledge in agroforestry and natural resource management is enhanced among 450 women SHFs.

Output 2.1.2 Re-afforestation with at least 30,000 tree seedlings distributed and planted in the 5 districts.

Output 2.1.3 At least 800 community members mobilized and sensitized on waste disposal and management.

Output 2.1.4 Evidence-based research conducted on pollution of River Rwizi to influence policy on natural resource management.

Output 2.1.5 At least 20 media campaigns conducted on natural resource management.

Activities:

- a) Train 450 women SHF groups in basic agro-forestry and natural resource management.
- b) Distribute 30,000 tree seedlings to farmers in 5 districts.
- c) Conduct 20 media campaigns on climate action and natural resource management in 5 districts.

- b) Mobilize and sensitize 800 community members on waste disposal and management²⁵ “Isafishe days”²⁶ twice a year in 5 districts.
- c) Conduct research on the pollution of River Rwizi and generate a petition paper.
- d) Hold a stakeholder dissemination workshop to share the research findings and mobilize support to demand the protection of River Rwizi and develop a petition paper.
- e) Mobilize 5 members of Mbarara district to interface with the local government natural resource committee and demand for redress of the issues raised by the research.
- f) Create awareness of the pollution of River Rwizi.
- g) Follow up on the resolutions/bylaws made by the local government on the pollution of River Rwizi.

Strategic Objective 3 (SO3): To strengthen the grassroots movement to alleviate sexual and gender-based violence against women and girls and advocate for social justice.

Outcome 3.1: Improved psychosocial support to survivors of SGBV in 5 districts by 2025.

Output 3.1.1 SGBV community referral pathways and response strengthened in the 5 districts by 2025.

Output 3.1.2. Increased community awareness of SGBV prevention and response services in the five districts.

Output 3.1.3 SGBV evidence-based data available from the cases reported at the mobile SGBV clinics.

Activities:

- a) Conduct 4 community sensitization campaigns on SGBV and human rights each year.

²⁵ Plastics, Polythene and industrial waste

²⁶ Isafishe days means voluntary action of communal clean-up of waste.

- b) Conduct an advocacy campaign on SGBV in 5 districts during the 16 Days of Activism.
- c) Train 100 actors (paralegals, police, local council leaders, religious, cultural leaders and like-minded CSOs) in the SGBV referral pathway on redress, and handling of SGBV cases.
- d) Establish 15 mobile SGBV clinics for psychosocial support and referrals.
- e) Generate data from the cases reported at the SGBV mobile clinics to guide SGBV response.

STAKEHOLDER ANALYSIS AND STRATEGIC ENGAGEMENTS

A stakeholder is any person or group inside (Internal stakeholders) or outside (External stakeholders) NAWAD that can make a claim to NAWAD’s attention, resources, or outputs. All stakeholders show high interest in the work of NAWAD because of its uniqueness in focusing on the family and uplifting women and girls by putting them at the forefront of all interventions. NAWAD engages stakeholders or other partners to implement projects jointly, pool resources to complement each other’s work, and share skills and experiences. A stakeholder analysis was undertaken to inform who should be involved in the strategic planning process, its implementation, monitoring, and evaluation. The table below provides a list of both internal and external stakeholders NAWAD will partner and collaborate with during the implementation of this strategic plan.

	Stakeholder	Role	Strategy for Engagement
External Stakeholders			
1.	women smallholder farmers	To participate in trainings, mobilization, sensitization, SGBV and human rights activities.	<ul style="list-style-type: none"> • Capacity building - Training in agricultural practices, prevention and response to SGBV, and climate action. • Community organizing and mobilizing – support women smallholder farmer group registration processes at sub-county and sensitization on climate action, SGBV prevention, response and human rights.

2.	Men smallholder farmers and young people especially the male youth	To participate in trainings, mobilization, sensitization and SGBV prevention and response; and human rights activities.	<ul style="list-style-type: none"> • Capacity building - Training in prevention and response to SGBV, and climate action. • Community organizing and mobilizing to support sensitization on climate action, SGBV prevention, response and human rights. • Awareness creation and sensitization of men and young people, especially the male youth, to challenge the discriminatory social and gender norms that are against women’s economic autonomy
3.	Women market vendors	To participate in trainings, mobilization, sensitization and SGBV prevention and response; and human rights activities.	<ul style="list-style-type: none"> • Capacity building - Trainings in SGBV prevention and response. • Mobilization and sensitization on SGBV prevention and response and human rights.
4.	Local Government (Production department, community-based services, District Planning Unit, Natural Resource committee, Local Council leaders i.e. LC1, LC2 and LC3)	<ul style="list-style-type: none"> • To influence policies, supervise implementation, support joint implementation, monitoring, support coordination. • Facilitate trainings of communities. • Create an enabling work environment, link NAWAD to government programmes • Provide SGBV prevention, and response services. <p>To attend and facilitate trainings in agriculture, SGBV prevention and response, and climate change, commitment to support prevention and timely response to SGBV cases.</p>	<ul style="list-style-type: none"> • Engagement meetings and dialogues on agriculture, climate change, SGBV prevention and response. • Consulting and technical support to conduct trainings and advocacy meetings on agriculture, SGBV prevention and response; and climate change. • Engage soft power to shape, reinforce and shift critical perceptions and opinions.

5.	Donor agencies, CSOs, Community-based Organizations and Faith-based Organizations.	To provide capacity building, financial and technical support to programmes, Assets (in-kind support), Networking platform and Perform external Audits.	<ul style="list-style-type: none"> • Engagement and consulting on fundraising, meetings, campaigns, mobilization, trainings, and research on agriculture, SGBV activities and climate change. • Share impact stories with donors and supporters. • Building strategic partnerships and coalitions to support agriculture, SGBV and climate change.
6.	Private sector like Companies, Business owners etc.	To offer price incentives on agricultural inputs.	Building relationships, partnerships, alliances and coalitions to support in agriculture and climate change.
7.	Opinion leaders (cultural and religious leaders), health workers and social actors	To facilitate sensitization meetings, and campaigns and offer psychosocial support to the survivors and victims of SGBV and popularize the SGBV Referral pathway.	<ul style="list-style-type: none"> • Engagement meetings, awareness creation, and advocacy campaigns on SGBV prevention and response. • Share impact stories.
8.	Media (Radio, Television, Newspapers, Social media platforms)	<ul style="list-style-type: none"> • To cover, air and publicize campaigns, meetings, trainings on Agriculture, climate change and SGBV activities. • To advocate for change. 	<ul style="list-style-type: none"> • Media campaigns to popularize the different interventions of NAWAD on Agriculture, climate change and SGBV activities.
9.	Central government and line ministries	To make policies, decisions, share information and capacity building.	<ul style="list-style-type: none"> • Engage soft power to shape, reinforce and shift critical perceptions and opinions on policy and decision making. • Share information and impact stories.

Internal Stakeholders			
10.	The secretariat	<ul style="list-style-type: none"> To ensure financial and technical management of NAWAD. Resource mobilization for NAWAD operations and programmes/projects 	<ul style="list-style-type: none"> Capacity building to ensure implementation of the Operational and Strategic Plans of NAWAD. Periodic monitoring, evaluation, accountability, learning and reporting. Support organizational fundraising and resource mobilization drives.
11.	NAWAD members (General membership, Board and Executive Committee)	<ul style="list-style-type: none"> To hold planning, review and evaluation meetings on the operations of NAWAD. To oversee programme implementation and operations of the secretariat. Resource mobilization for NAWAD operations, programmes/projects 	Periodic reviews for the sub-committees (fundraising, human resource and programmes) to guide implementation and resource mobilization.

COMMUNICATION AND EXTERNAL RELATIONS

Communication has always been fundamental for the success of NAWAD. Messages are tailored to suit our audience in a language that they understand and relayed through channels they are comfortable with. In addition, messages are packaged in a manner that is captivating and yet without losing the purpose of the communication. Reference will be made to NAWAD's Communications Strategy to guide the implementation of the Strategic Plan. NAWAD's communication and external relations will be conducted using various approaches namely:

1) Face-to-face communication: This shall require the physical presence of NAWAD staff and the target audience. Examples of face-to-face communication may include meetings, dialogues, social networking and so on. This will mostly be used for internal communications and with the organization's direct beneficiaries, and also occasionally with the other audiences.

2) Print Media: In situations where NAWAD will need her target audience to access information at their own time of convenience, the organization shall use Print media using tools such as books, pamphlets, newspaper articles, fliers, brochures, NAWAD newsletter, etc. When using Print Media in audiences with low levels of literacy, more visualized/ graphical images and where possible the local language shall be used.

3) Broadcast Media: For information to be relayed to the general public, NAWAD shall use broadcast media through national and local television/ radio channels. NAWAD does not have specific radio/ television channels through which it disseminates information, therefore, the organization shall contact any broadcaster depending on the type of information, the viewership/ listenership and depending on the location of the target audience.

4) Website: NAWAD has an organizational website where information about the organization, news, upcoming events, success stories, job advertisements, announcements and other publications are disseminated. Users can browse through the website to make donations and link to the organizational social media channel.

5) Digital media: For any forms of communication that need the use of electronic devices, NAWAD shall use digital media. Examples of digital media include social media, emails, websites, applications, blogs, Short Message Services (SMS), and so on. As a means to communicate to masses, other than through broadcasts, NAWAD uses her social media channels as another formidable channel to disseminate information to enhance its out-reach. NAWAD has a presence on Facebook, Twitter, YouTube and LinkedIn.

6) Promotional items (Branding of IEC materials): These products are used to inform, educate or communicate with NAWAD's audience about the organization and its objectives. In other instances, where the issue is already in people's minds, promotional items shall be used to deepen people's understanding. Examples include posters, brochures, wrist bands, flyers, pamphlets, t-shirts, caps, calendars, stickers, notebooks, and pens, among others. The organizational logo should appear on all branded items, except for situations where the organization would prefer low visibility.

7) Events: NAWAD will ensure that key messages are portrayed at various public events and will explore mental and emotional involvement of the target group, thereby positively impacting the audience to a particular outcome or product. Examples of events may include, but not be limited to conferences, product launches, bazaars, exhibitions, meetings, rallies and workshops.

8) Photography and videography: As an essential part of storytelling, strong visual resources shall be used to increase engagement in content gathering. Visual content shall be collected through photography and videography.

WORK PLAN 2023-2025

Activities	2023				2024				2025				Responsibility	
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
Strategic objective 1: To advance transformative agricultural systems for women’s economic empowerment and food secure households by 2025														
1.1 Conduct training of 450 women smallholder farmer groups, with an average of 20 women members in agricultural/agronomic best practices					X	X								Field Officer (Agriculture)
1.2 Conduct training of trainers of 150 women SHFs as model farmers					X									Field Officer (Agriculture)
1.3 Advocate for provision of gender-responsive agricultural extension services and 1 storage facility in each of the 5 districts	X	X												Executive Director
1.4 Advocate for provision of gender-responsive agricultural extension services and 1 storage facility in each of the 5 districts	X	X												

NAWAD STRATEGIC PLAN 2023-2025

Activities	2023				2024				2025				Responsibility		
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
1.5 Mobilize women SHF groups in 5 districts to access funding from the PDM	x	x												Field Officer	
1.6 Conduct training of 150 women SHF model farmers in 5 districts in advocacy, local government planning and budgeting processes, value addition, marketing of their produce, financial management and income diversification in the 5 districts															
1.7 Mobilize women SHFs to establish agricultural micro-enterprises in 5 districts															

Activities	2023				2024				2025				Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.8 Train women SHF groups in better fertilizer management and the dangers of chemical use and application					x								
1.9 Engage men and young people on challenging discriminatory social and gender norms that are barriers to women's economic autonomy		x	x	x									
1.10 Conduct 8 gender sensitization and awareness creation session for 700 women and men smallholder farmers		x	x	x		x	x	x		x	x		Field Officer
1.11 Mobilize 250 men and boys on issues of positive masculinity and challenging discriminatory social norms in society			x	x		x		x		x			Project Coordinator

Activities	2023				2024				2025				Responsibility	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1.12 Conduct training for 150 couples to be change agents to support other households to overcome gender-based inequalities		X					X			X				project coordinator
Strategic objective 2: To promote efforts that address climate change and sustainable natural resource management for gender-responsive development														
2.1 Sensitize 450 women and men SHF groups in climate-smart agriculture and create awareness about fertilizer management and use of chemicals in farming		X	X											Project Coordinator
2.2 Train 450 women SHF groups in basic agro-forestry and distribute 10,000 tree seedlings to farmers in 5 districts				X	X	X	X	X						Field Officer (Agriculture)

Activities	2023				2024				2025				Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.3 Mobilize and sensitize 800 community members on climate change mitigation and adaptation, waste disposal and management "Isafishe days" twice a year in 5 districts													
2.4 Conduct research on the pollution of River Rwizi and generate a position paper		X	X										Executive Director
2.5 Hold a stakeholder dissemination workshop to share the research finding, develop a petition paper and mobilize support to demand for the protection of River Rwizi				X	X	X	X	X					Program Manager

Activities	2023				2024				2025				Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.6 Mobilize 5 members of Mbarara district to interface with the local government natural resource committee and demand for redress of the issues raised by the research			x										Project Coordinator
2.7 Follow-up on the resolutions/bylaws made by the local government on the pollution of River Rwizi					x								MEAL Officer
2.8 Conduct 20 media engagements on climate action and natural resource management in 5 districts													

Activities	2023				2024				2025				Responsibility	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Strategic Objective 3: To strengthen the movement to alleviate sexual and gender-based violence against women and girls and advocate for their social justice														
3.1 Conduct 4 community sensitization campaigns on SGBV prevention and response and human rights each year	X				X					X			X	Field Officer
3.2 Conduct an advocacy campaign on SGBV prevention and response in 5 districts during the 16 Days of Activism				X				X					X	Project Coordinator
3.3 Train 100 actors (paralegals, police, local council leaders, religious, cultural leaders, and like-minded CSOs) in the SGBV referral pathway on redress and handling of SGBV cases.								X						Project Coordinator

Activities	2023				2024				2025				Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3.4 Establish 15 mobile SGBV clinics for psychosocial support and referrals.	X			X	X			X	X			X	Field Officer
Strategic objective 4: To strengthen the organizational capacity of NAWAD to effectively and efficiently fulfil its mission to advance women’s empowerment and gender equality in Uganda													
4.1 Implement the Advocacy Strategy	X	X	X	X	X	X	X	X	X	X	X	X	Programs Manager
4.2 Review the Human Resource Policy and align it to the Strategic Plan		X											Executive Director
4.3 Update the financial management system and train staff on its usage	X	X											Finance Officer
4.4 Develop an institution-wide M&E system and train staff on its usage		X											MEAL officer

NAWAD STRATEGIC PLAN 2023-2025

Activities	2023				2024				2025				Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
4.5 Develop a Resource Mobilization Strategy and a Sustainability Plan	x												Executive Director
4.6 Train members and staff on resource mobilization	x												Programs Manager

MONITORING AND EVALUATION FRAMEWORK

Strategic Objective: 1.0 To advance gender transformative agricultural systems for women's economic empowerment and food secure households by 2025

Outcomes and Outputs	Indicators	Baseline	Target	Means of Verification	Assumptions
<p>Outcome 1.1. Women in the 5 districts are economically empowered and their households are well nourished and food-secure</p>	<p># of women SHF groups trained in agricultural best practices by 2025</p> <p>% of women trained in agricultural best practices and have adopted the practices</p>	<p>TBD</p> <p>TBD</p>	<p>9,000 SHFs in five districts by 2025</p> <p>60% of trained SHFs adopt Best Agricultural practices</p>	<p>Activity reports</p> <p>Attendance lists</p> <p>Photos, videos success stories</p>	<p>Willingness of the women SHFs to participate in activities.</p> <p>Stable weather conditions to support agricultural interventions</p> <p>Stable political environment</p>
<p>Output 1.1.At least 9,000 SHFs increase their agricultural productivity and food security in 5 districts</p>	<p># of women SHF groups trained in agricultural/agronomic best practices</p> <p># Model women SHFs trained in agricultural best practices</p>	<p>TBD</p>	<p>450 women SHF groups trained in agricultural/agronomic best practices</p> <p>150 model women SHFs trained in agricultural best practices</p>	<p>Activity reports</p> <p>Attendance lists</p> <p>Photos, videos success stories</p>	<p>Willingness of the women SHFs to participate in activities</p> <p>Stable weather conditions to support agricultural interventions.</p> <p>Stable political environment.</p>

<p>Output 1.2. Post-harvest handling of agricultural produce Improved by establishment of 5 storage facilities in the 5 districts</p>	<p># of storage facilities established in each of the 5 districts</p>	<p>TBD</p>	<p>Five (5) storage facilities established in each of the 5 districts</p>	<p>Pictures. Videos of the storage facilities</p>	<p>Availability of funds to support the establishment of storage facilities</p>
<p>Output 1.3. Advocacy skills of 150 model women SHFs enhanced</p>	<p># of women SHFs participating in planning and budgeting processes at the local government level</p>	<p>TBD</p>	<p>50 women SHFs as model farmers participating in planning and budgeting processes at the local government level</p>	<p>Attendance lists Activity reports Photos Videos</p>	<p>Willingness of women SHFs to participate</p>
<p>Output 1.4. Awareness creation on local government planning and budgeting processes</p>	<p># of women trained SHFs trained in advocacy, local government planning and budgeting processes, value addition, marketing of their produce and financial management</p>	<p>TBD</p>	<p>150 model women SHFs trained in advocacy, local government planning and budgeting processes, value addition, marketing of their produce, financial management and income diversification</p>	<p>Attendance lists Activity reports Photos Videos</p>	<p>Willingness of women SHFs to participate</p>

<p>Output 1.5. Increased access to credit through the PDM and income diversification of 100 women in 5 districts</p>	<p># of women SHFs groups access funding from Parish Development Model (PDM) # of women SHFs trained in financial management and income diversification # of women SHFs who establish agricultural micro-enterprises</p>	<p>TBD</p>	<p>100 women SHFs groups accessing funding from the PDM 100 WSHFs trained in financial management and income diversification. 50 women established agricultural micro-enterprises in 5 districts</p>	<p>Attendance lists Activity reports. Photos. Videos.</p>	<p>Conductive political environment. Willingness of women SHFs to participate</p>
<p>Outcome 1.2: Increased collaborative actions where women and men smallholder farmers and communities work together to challenge negative social and gender norms that perpetuate gender inequalities</p>	<p># of collaborative actions conducted to challenge negative gender norms that perpetuate gender inequalities # of smallholder farmers and communities working together to challenge negative gender norms that perpetuate gender inequalities</p>	<p>TBD</p>	<p>collaborative actions taken to challenge gender discriminatory practices 700 smallholder farmers working together</p>	<p>Activity reports Photos Videos Success stories</p>	<p>Willingness of women SHFs and communities to participate</p>

<p>Output 1.2.3 A total of 450 women and 250 men mobilized to attend the gender sensitization and awareness meetings</p>	<p># of women and men attending the gender sensitization and awareness meetings</p> <p># of awareness sessions conducted</p>	<p>TBD</p>	<p>700 smallholder farmers working together</p>	<p>Activity reports</p> <p>Photos</p> <p>Videos</p> <p>Success stories</p> <p>Attendance sheets</p>	<p>Willingness of women SHFs and communities to participate</p>
<p>Output 1.2.3 At least 250 male smallholder farmers mobilized on issues of positive masculinity and challenging gender discriminatory social norms</p>	<p># of male smallholder farmers mobilized on issues of positive masculinity and challenging gender discriminatory social norms</p>	<p>TBD</p>	<p>250 male smallholder farmers</p>	<p>Activity reports</p> <p>Photos</p> <p>Videos</p> <p>Success stories</p> <p>Attendance sheets</p>	<p>Willingness of male SHFs to participate. Conducive political environment</p>
<p>Output 1.2.3 At least 150 couples are trained and mentored to be change agents to support other households to overcome gender-based inequalities</p>	<p># of couples are trained and mentored to be change agents to support other households to overcome gender-based inequalities</p> <p># of households supported to overcome gender-based inequalities</p>	<p>TBD</p>	<p>150 couples trained.</p>	<p>Activity reports</p> <p>Photos</p> <p>Videos</p> <p>Success stories</p> <p>Attendance sheets</p>	<p>Willingness of couples to participate</p> <p>Conducive political environment</p>

Strategic Objective 2.0: To promote efforts that address climate change and sustainable natural resource management for gender responsive development

<p>Outcome 2.1. Strengthened capacity of SHFs in mitigation of and adaptation to the effects of climate change and conservation of natural resources in the 5 districts</p>	<p># of women SHF groups sensitized in climate-smart agriculture and use of chemicals in farming</p> <p># of women demonstrating understanding of climate-smart agriculture and adopted organic farming</p>	<p>TBD</p>	<p>450 women SHF groups sensitized on agro-forestry and natural resource management</p> <p>250 women SHFs adopting organic farming practices in 5 districts by 2025</p>	<p>Attendance lists.</p> <p>Activity reports</p> <p>Photos</p> <p>Videos</p>	<p>Conductive political environment</p> <p>Willingness of women SHFs to participate</p>
<p>Output 2.1.1 Basic knowledge in agroforestry and natural resource management is enhanced among 450 women SHFs</p>	<p># of women SHF groups trained in basic agro-forestry</p>	<p>TBD</p>	<p>450 women SHF groups trained in basic agro-forestry</p>	<p>Attendance lists.</p> <p>Activity reports</p> <p>Photos</p> <p>Videos</p>	<p>Community willingness to participate</p> <p>Local Government willingness to enforce policies on natural resource management</p>

<p>Output 2.1.2. Re-forestation with at least 30,000 tree seedlings distributed and planted in the 5 districts</p>	<p># of tree seedlings distributed to farmers in 5 districts</p>	<p>TBD</p>	<p>30,000 tree seedlings distributed to farmers in 5 districts</p>	<p>Activity reports. Photos Videos</p>	<p>Conductive political environment Willingness of women SHFs to participate</p>
<p>Output 2.1.3. At least 800 community members mobilized and sensitized on waste disposal and management</p>	<p># of community members (males/females) sensitized on waste disposal and management in the 5 districts # of women, men and young people knowledgeable about proper waste disposal and management # of community members (males/females) participating in Isafishe days</p>	<p>TBD</p>	<p>800 community members sensitized on waste disposal and management 400 community members demonstrating increased knowledge on proper waste disposal and management 800 community members mobilized to participate on "Isafishe days" twice a year in 5 districts</p>	<p>Activity reports. Photos Attendance sheets Videos</p>	<p>Community willingness to participate Local Government willingness to enforce policies on natural resource management</p>

<p>Output 2.1.4. Evidence-based research conducted on pollution of River Rwizi to influence policy on natural resource management</p>	<p># of research report and petition paper produced on the pollution of River Rwizi</p> <p># of Bylaws/ resolutions made by the local government on the pollution of River Rwizi</p> <p># of stakeholders sensitized about protection and conservation of River Rwizi</p>	<p>TBD</p>	<p>1 Research report and 1 petition paper produced on the pollution of River Rwizi</p> <p>1 Bylaws/ resolutions made by the local government on the pollution of River Rwizi</p> <p>50 stakeholders sensitized about protection and conservation of River Rwizi</p>	<p>Research report, activity reports, attendance sheets</p>	<p>Conductive political environment</p> <p>Community willingness to participate</p> <p>Local Government willingness to enforce policies on natural resource management</p>
<p>Output 2.1.5. At least 20 media campaigns conducted on natural resource management</p>	<p># of media engagements conducted on climate action and natural resource management in 5 districts</p>	<p>TBD</p>	<p>i20 media engagements conducted on climate action and natural resource management in 5 districts</p>	<p>Activity reports Photos</p> <p>Attendance sheets Demos of jingles</p>	<p>Conductive political environment</p> <p>Willingness of media to support</p>

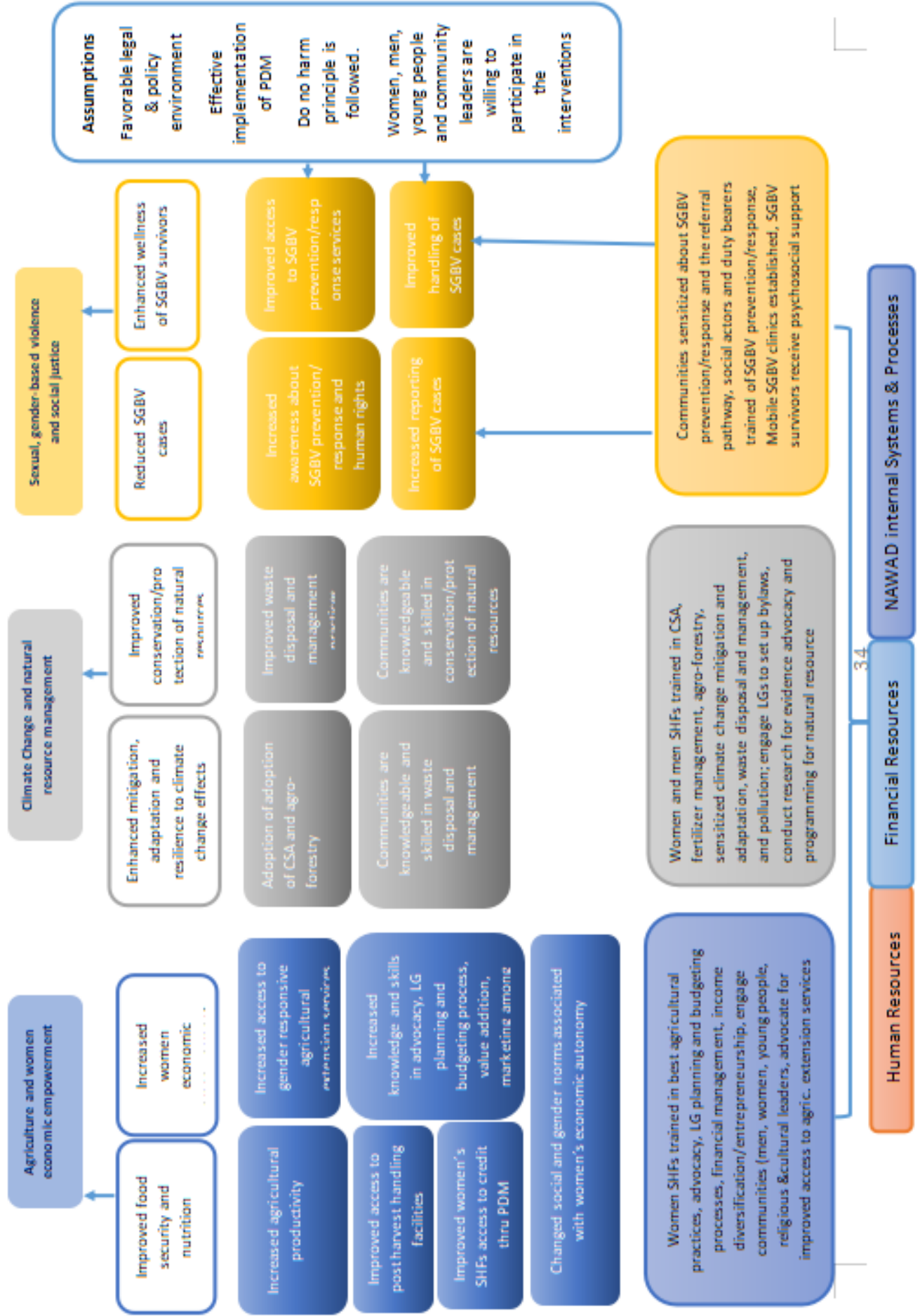
Strategic Objective 3.0: To strengthen the movement to alleviate sexual and gender-based violence against women and girls and advocate for their social justice

<p>Outcome 3.1. Improved psychosocial support to survivors of SGBV in 5 districts by 2025.</p>	<p>% reduction in the number of SGBV cases reported in the 5 districts by 2025</p>	<p>TBD</p>	<p>5% reduction of SGBV cases reported in 5 districts</p>	<p>District reports Police reports Survey reports</p>	<p>Willingness of actors to enforcement laws on SGBV</p>
<p>Output 3.1.1. SGBV community referral pathways and response strengthened in the 5 districts</p>	<p># of actors by sex and category trained on redress and handling of SGBV cases</p>	<p>TBD</p>	<p>100 actors trained on SGBV redress and response 50 survivors of SGBV have improved mental wellness</p>	<p>Attendance sheets Activity reports Success stories</p>	<p>Willingness of actors to enforcement laws on SGBV</p>
<p>Output 3.2.2. Increased community awareness of SGBV prevention and response services in the five districts</p>	<p># of people (male/female) reached during sensitization campaigns on SGBV and human rights # of community sensitization campaigns conducted</p>	<p>TBD</p>	<p>4,500 people reached during sensitization campaigns on SGBV prevention and response and human rights 15 community sensitization campaigns</p>	<p>Attendance sheets Activity reports Success stories</p>	<p>Mindset change in communities to end SGBV Community willingness to participate in communities</p>
<p>Output 3.2.3. SGBV evidence-based data available from the cases reported at the mobile SGBV clinics</p>	<p># of cases by sex registered in the mobile SGBV clinics # of SGBV clinics established</p>	<p>TBD</p>	<p>Data generated at the mobile SGV clinics</p>	<p>SGBV reports generated from cases reported from the mobile SGV clinics</p>	<p>Willingness of community members to attend SGBV clinics and register SGBV cases</p>

THEORY OF CHANGE

NAWAD's theory of change is premised on the fact that in spite of the multiple interventions by various development actors – state and non-state -- women and girl's well-being in Uganda remains lower than that of men and boys, characterized by low economic status, limited access to productive resources (namely land, finance/capital, education and training), limited participation in decision making, limited mobility and lack of agency and power to demand their rights. This is largely attributed to the rigid discriminatory social and gender norms that continue to relegate women and girls to subordinate status. In this regard, NAWAD proposes a number of interventions to address these gender inequalities in a bid to improve their wellbeing and contribute to a society where women and girls enjoy social, economic and environmental justice. Figure 1 represents NAWADS theory of change – with interventions, expected outputs and outcome.

To contribute to economic empowerment and social justice for grassroots women in Uganda



GOVERNANCE AND HUMAN RESOURCE MANAGEMENT

Governance Structure

General Assembly: NAWAD has a General Assembly consisting of the members (grassroots women groups, CBOs, CSOs and women networks) that have fully paid up their registration fees. The General Assembly is convened once every year to elect members of the Board who constitute the Executive Committee.

Board of Directors: This consists of two founding members of the Association who are signatories to the Articles of Association. The Board of directors is the supreme governing body of the Association. She oversees the Association and acts as a guardian to the Association with whom the assets and property of the Association are entrusted.

The Executive Committee (EC) is headed by the Chairperson of the Board and is composed of the Board of Directors and other Board members elected by the General Assembly. The Executive Committee is composed of 7 members (Chairperson, Vice Chairperson, Treasurer, Advisor, Secretary, and two members).

Secretariat: This is the main implementing body in charge of running the day-to-day affairs of the Association. The Executive Director is the overall head of the secretariat and is supervised by the Chairperson of the Board. The Executive Director is also an Ex-Official on the Board and an Accounting Officer of the association. She supervises all staff and activities at the secretariat.

Human Resource Management and Organogram

Staff at the secretariat under the direct supervision of the Executive Director include the Programmes Manager, Finance and Administration Manager, Communication and Documentation Manager, Programme/Projects Officers, Accountant, M&E Officer, Field Officers, Administrative Assistant, Social Media Assistant, Membership Officer, and Volunteer. The structure is diagrammatically represented below in Figure 2.

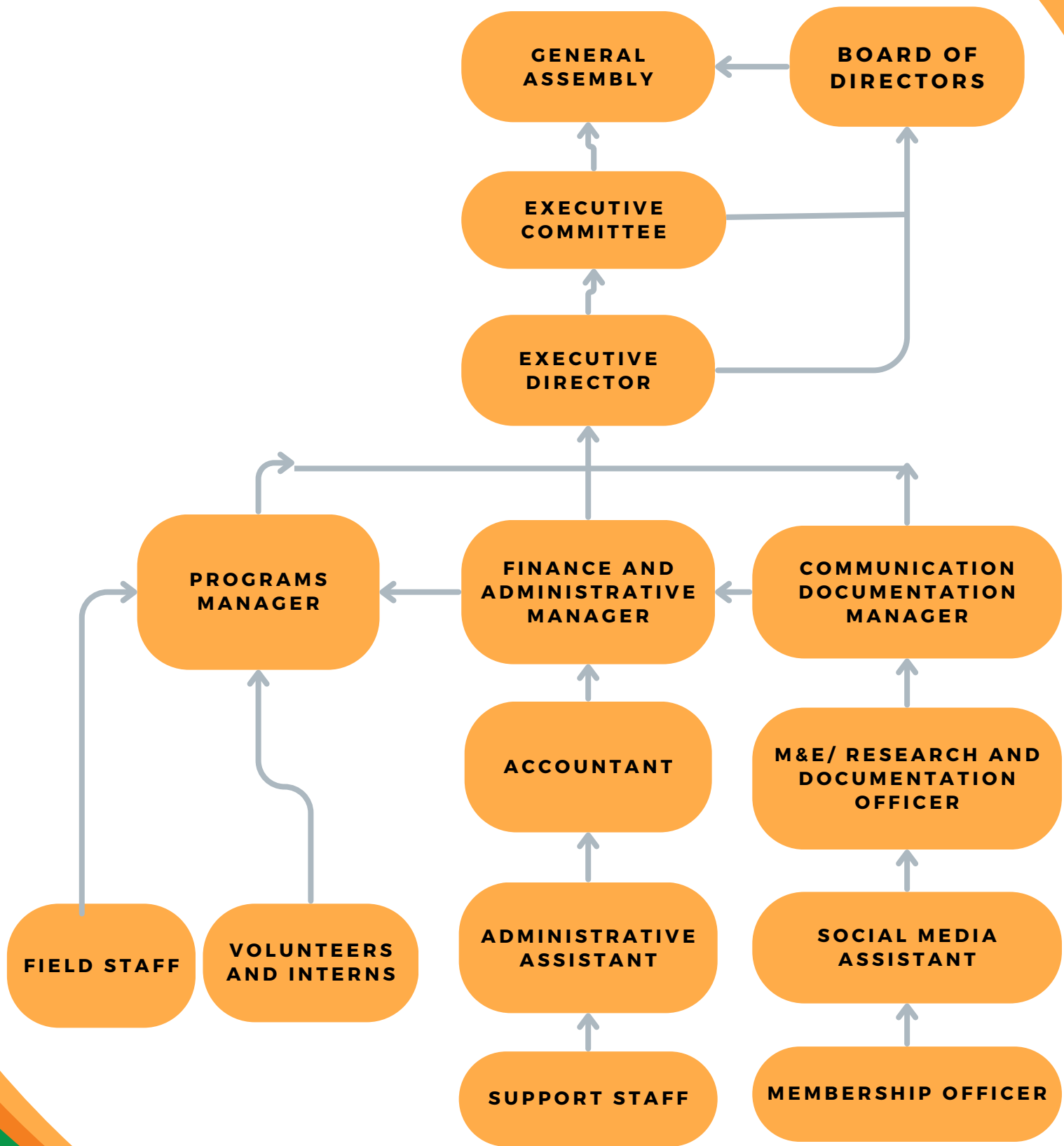
Organizational Capacity Strengthening

Strategic objective 4: To strengthen the organizational capacity of NAWAD to effectively and efficiently fulfil its mission to advance women's empowerment and gender equality in Uganda.

The Organizational Capacity Assessment (OCA) conducted by USAID Uganda Civil Society Strengthening Activity (USAID/CSSA) in August 2021 indicated that NAWAD is well-managed and growing steadily. With support from USAID-CSSA under the capacity development plan (CDP), the organization's capacity has been strengthened through various capacity-building sessions in financial management, monitoring and evaluation, communication, advocacy, leadership and governance, resource mobilization, reporting, GESI, among others. NAWAD's capacity has moved from level 1 to level 2 due to such engagements. USAID/CSSA has also technically and financially supported the review process of this Strategic Plan 2023-2025.

In addition, USAID-CSSA gave NAWAD a donation of a motor vehicle. This has eased movement to the field and has reduced on car hire costs to the field. NAWAD will continue using the motor vehicle for organizational activities.

NAWAD needs to further diversify its income sources through self-generated funds to ensure financial viability and sustainability. The development of a clear resource mobilization strategy will be priority during the implementation of the Strategic Plan 2023-2025 to guide the organization's financial mobilization activities.



The following activities will constitute the main focus for the organization's capacity strengthening in 2023-2025.

- a) Implementation of the NAWAD Advocacy Strategy;
- b) Review of organizational policies (the Human Resource Policy, Fraud Policy, Safeguarding Policy, Finance Policy, Gender Policy and Procurement Policy);
- c) Update the financial accounting system and train staff on its usage;
- d) Develop an institution-wide M&E system and train staff on usage;
- e) Develop a Resource Mobilization Strategy and a Sustainability Plan;
- f) Capacity building of staff in the different areas according to identified capacity gaps.

RISK ANALYSIS AND MANAGEMENT

Thematic Area	Description of the Risk	Likelihood High/Low	Impact High/Low	Severity High/Low	Mitigation action	Responsibility
Agriculture and Women's Economic Empowerment	Smallholder farmers time poverty and low literacy levels	High	Low	Low	Train women at their convenience and consider education levels	Field Officers
	Limited existence of demonstration farms, where to train model farmers	Low	High	Low	Support the women to create model farms	Field Officers
	Weak advocacy skills to engage local governments	Low	Low	Low	Participate in advocacy trainings	All staff and board members
	Bureaucracy in local governments to adopt advocacy issues	High	High	High	Implement the advocacy strategy	Executive Director
	Limited women small holder farmer groups that are qualified for the Parish Development Model funds	Low	High	Low	Train women small holder farmer groups on how to access Parish Development Model funds	Field Officers

Thematic Area	Description of the Risk	Likelihood High/Low	Impact High/Low	Severity High/Low	Mitigation action	Responsibility
Climate Change and Natural Resource Management	Low literacy level of smallholder farmers	High	High	Low	Train women using relevant approaches in consideration of their literacy levels	Field Officers
	Limited interest of community members to participate in the “Isafishe” campaigns	Low	High	Low	Mobilize and sensitize the community about the benefits of “Isafishe” campaign	Program Manager
	Limited secondary literature on the pollution of River Rwizi	High	High	Low	Conduct both primary and secondary research on River Rwizi	Consultant
	Conflicting interest with the private sector, political leaders and the community on natural resource conservation	Low	Low	High	Engagement with all key stakeholders to appreciate the benefits of natural resource conservation	Executive Director Communications officer
	Women’s limited access and control of land for agroforestry	High	High	Low	Sensitize the community on the benefits of agroforestry	Field Officers

Thematic Area	Description of the Risk	Likelihood High/Low	Impact High/Low	Severity High/Low	Mitigation action	Responsibility
	Unfavourable trees supplied to Small Holder Farmers	Low	Low	Low	Provide quality trees with a focus on indigenous types	Field officer
Sexual and Gender-Based Violence (SGBV) and Social Justice	Delays in information display	Low	High	Low	Regular follow-up with the media -Create NAWAD media network (social media)	Communications Officer
	Social stigma, discrimination and victimization of SGBV survivors	Low	High	High	Sensitization and redress on SGBV cases- Awareness of SGBV referral pathways	Program Manager
	Sustainability of paralegals	High	Low	Low	Sensitizing the community and engaging the male change agents in changing their mindset on SGBV in the households i	Program Manager
	Bureaucratic procedures in generating the community bylaws	Low	High	High	Involvement of relevant stakeholders in the initial planning process	Executive Director

Thematic Area	Description of the Risk	Likelihood High/Low	Impact High/Low	Severity High/Low	Mitigation action	Responsibility
Organizational Capacity Development	Limited funding for the implementation of the strategic plan	Low	High	Low	Develop a resource mobilization strategy and implement it -Participate in Resource Mobilization training	Executive Director and Board Chair
	Limited number of staff to implement the strategic plan	Low	Low	Low	Recruitment of more staff and volunteers	Executive Director
	Limited Human Resource capacity in the Strategic Plan thematic areas	Low	High	Low	Human Resource capacity building training	Executive Director

BUDGET ESTIMATES (2023-2025)

Activities	2023	2024	2025
1.0 To advance transformative agricultural systems for women’s economic empowerment and food secure households by 2025			
1.1.1 Train 450 women smallholder farmer groups with an average of 20 women members in best agricultural practices	-	146,700	-
1.1.2 Conduct a T.O.T of 150 women SHF groups as model farmers	-	58,500	-
1.2.1 Advocate for an increase of 1 extension officer and one storage facility in each of the 5 districts by mobilizing 150 women to participate in planning and budgeting processes at the LG level	19,500	-	-
1.3.1 Train 150 women SHF model farmers in 5 districts in advocacy planning and budgeting processes, value addition, marketing their produce, financial management, and income diversification	19,500	-	-
1.4.1 Mobilize 100 SHF groups in 5 districts to access funding from PDM	1,000	1,100	1,200
1.5 Engage communities (men, women, young people, local religious and cultural leaders) to challenge the negative social and gender norms	15,000	-	-

1.6 Mobilize 450 women and 250 men mobilized to attend the gender sensitization and awareness creation meetings	8,000	8,000	4,000
1.7 Mobilize 250 male smallholder farmers on issues of positive masculinity and challenging discriminatory social norms	5,000	5,000	2,500
1.8 Training 150 couples as change agents to support other households overcome inequalities	4,000	4,000	2,000
SUB-TOTAL	72,000	223,300	9,700
2.0 To promote efforts that address climate change and sustainable natural resource management for gender-responsive development			
2.1 Sensitize 450 women SHF groups in climate-smart agriculture and create awareness of the use of chemicals in farming	122,850	-	-
2.2 Train 450 women SHF groups in basic agroforestry and distribute 30,000 tree seedlings in 5 districts	55,250	60,775	66,853
2.4 conduct research on the pollution of River Rwizi and generate a position paper	10,000	-	-

2.5 Hold a stakeholder dissemination workshop to share the research findings and mobilize support to demand the protection of River Rwizi and develop a petition paper	10,000	-	-
2.6 Mobilize 5 members of Mbarara district to interface with the local government natural resource committee and demand for redress of the issues raised by the research	1,800	1,800	-
2.7 Follow up on the resolution/bylaws made by the local government on the pollution of River Rwizi	3,000	3,000	3,000
SUB-TOTAL	202,900	143,825	69,853
3.0 To strengthen the movement to alleviate sexual and gender-based violence against women and girls and advocate for their social justice			
3.1 Conduct 4 community sensitization campaigns on SGBV and human rights each year	200,000	220,000	242,000
3.2 Conduct advocacy on SGBV in 5 districts during the 16 days of activism	12,500	13,750	15,125
3.3 Train 100 actors (paralegals, police, local council leader, religious and cultural leaders, and like-minded CSOs) in the SGBV referral pathway on redress and handling of SGBV cases		63,250	-

3.4 Establish 15 mobile SGBV clinics for psychosocial support and referrals	7,500	8,250	9,075
SUB-TOTAL	220,000	305,250	266,200
OTHER COSTS			
Staff salaries	432,000	475,200	522,720
Fringe benefits	38,000	41,800	45,980
Rent and utilities	20,445	22,490	24,738
Fuel, stationery & other supplies	29,000	31,900	35,090
Administrative overheads	20,000	22,000	24,200
SUB-TOTAL	539,445	593,390	652,728
TOTAL	1,034,345	1,265,765	998,481
Institutional fees (10%)	103,434.5	141,876.5	99,848.
GRAND TOTAL	1,137,779.5	1,407,641.5	1,098,329.1

SUSTAINABILITY PLAN FOR NAWAD

NAWAD's Strategic Plan is a road map for achieving long-term goals and document strategies to continue the programme activities and partnership which will ensure continuity and sustainability of the different programmes initiated by NAWAD at the grassroots even without funding by putting in place its strategies.

a) NAWAD will update its database with role players in different projects like Smallholder Farmers and keep in touch with them in the future which will enable NAWAD to maintain and sustain its visibility and legacy in the different communities.

b) Through using rights-based and facilitative approaches to programming, especially during programme development, monitoring, review, and re-planning, we will facilitate communities to participate in every node of the programme cycle. This will ensure our plans are aligned to addressing community priorities. Engaging communities during planning will also ensure community contribution to the development effort.

c) NAWAD will strengthen its relationships and networks with different project partners like CSOs, NGOs, the private sector, government officials, and donors and maintain a good working relationship with the above parties. This will keep our organization on the working map, hence its sustainability in Uganda.

d) All NAWAD staff will be engaged in the fundraising process in order to get funds to sustain the organization's projects, field activities, and day-to-day activities, hence keeping our organization on the working map.

e) Our organization will pay subscription and membership to different head organizations like the NGO Forum that it is entitled to; and strengthen its

Memoranda of Understanding with the different districts where our activities are implemented. This will sustain our organization in a context where we have permission and are qualified to operate in Uganda.

f) NAWAD will update its financial tools like QuickBooks which will enable the organization to manage its funds efficiently.

rstanding with the different districts where our activities are implemented.

NATIONAL ASSOCIATION FOR WOMEN'S ACTION IN DEVELOPMENT (NAWAD)



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