

DRI - UGANDA STRATEGIC PLAN 2022- 2026

The purpose of this strategy is to provide DRI Uganda the blueprint for moving forward in times of challenges and transitions. It focuses us to action in upholding the rights of the poor in order to bring them to the forefront of living a dignified life.

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EXECUTIVE SUMMARY

DRI Uganda's commitment to responding to challenges the causes and effects of human suffering and poverty is the main impetus for its 2022 - 2026 Strategy. It is inspired by its well-founded identity and call to work with poor and oppressed communities to reach their full potential. The strategy process has been guided by DRI Uganda's Vision, Mission and Values, the Uganda National Development Plan, Key Ugandan Government Ministries' Priorities, the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs) and several other relevant national and international references. It is a result of internal reflection of strengths and weaknesses within the organization as well as a critical scrutiny of the history and current situation of the country, the complex interplay the various actors in the Ugandan society and their impact or implications to the vulnerable communities in Uganda.

The FY2022-2026 strategy calls for continued intervention in critical sectors in development and emergency contexts, to allow DRI Uganda to build on achievements and progress it has made to date. There will be a scale up in food security and community resilience programs to address the impact of changing economic and environmental landscape and most importantly takes a significant leap in its commitment to responding to the needs of vulnerable communities, refugees and people affected by disasters, addressing significant contributions in establishing empowering people to achieve their full potential, claim their universal rights, meet their basic needs and improve their quality of life.

DRI Uganda's presence in the rest of Uganda aims at opening new programs and initiatives in additional geographic areas to reach a wider coverage of most vulnerable communities that will benefit from the programs in the five (5) years. The Program can accommodate and absorb more grants in a phased manor, funding up to approximately 5 million euros per annum in a prevailing situation of complex emergencies, for example, arising with more influx of refugees from South Sudan, DRC Congo and Burundi. Connectivity between humanitarian assistance and long-term development will be prioritized. The efforts to monitor and safeguard human rights will be strengthened with grassroots advocacy taking center piece. Specific attention will be given to the Elderly, PWDs, PLWHA, Youth out of schools, Child mothers and women's participation in socioeconomic processes, health and education.

The Program profile of DRI Uganda is well placed within the context of the existing Government Policies. The Local Government Act 1997 specifically provides Civil Society Organizations (CSOs)-including Non-Governmental Organizations (NGOs) with an important role to be a catalyst for change at community level. Furthermore, Uganda Government, through its overarching policy framework, the Poverty Eradication Action Plan (PEAP), recognized Civil Society / NGOs as an important actor and influencer in the promotion of grass root development. Specifically, Government fully acknowledges and recognizes the key role NGOs play in improving accountability of public institutions including Ministries, Departments, Districts and Agencies, promoting demand for public services by society generally and marginalized groups.

DRI Uganda plans to bolster the Rights Based Approach in all programming approach. There will be progressively deliberate programmatic shift from predominantly operational to capacity building focus.

As recommended in the last evaluation report, a major learning lesson has been to refocus towards a strategic approach of capacity building of staffs and rights holders. Through accompaniment of selected national partners, it is DRI Uganda's vision to train respective organizational personnel to be able to write quality programme and project proposals to attract funding from other donors, which will ensure that programmes do not collapse when our current donors scale down or completely phase out of some of the

thematic areas. To achieve this, DRI Uganda is exploring possible partnerships with like-minded organizations, to collaborate in capacity development of partners and counterparts.

DRI Uganda has critically aligned its strategic priorities with the Uganda development plan pillars, contextualizing to the real situation in Uganda. The Strategic Priority Areas are:

- 1. Disaster risk reduction, emergency preparedness and response**
- 2. Sustainable livelihoods**
- 3. Water and Sanitation**
- 4. Community-led action for justice.**
- 5. Right to quality Education**
- 6. Right to Health (AMTCT, NUTRITION, SRH, etc.)**

These will build on the successes of DRI Uganda and continue to address the needs and rights of the rights-holders.

1. RATIONALE AND VISION

1.1. CONTEXT ANALYSIS

Over two decades of strong economic growth in Uganda have contributed to a significant decrease in poverty (The national poverty rate fell to 19.7 percent in 2012/13, from 24.5 percent in 2009/10). However, with a per capita Gross National Income (GNI) of \$510, the country remains very poor and far from the middle-income status it aspires to reach. Despite declining poverty rates, the reduction in absolute number of poor is relatively low due to high population growth (now having doubled since 1990). Uganda's inequality coefficient (30.8%³) remains high in comparison to Low HDI nations together (32.4%). This could ultimately undermine achievements in growth and poverty reduction.

Uganda's achievement of Millennium Development Goals (MDGs) was slow although gender equality and empowerment for women, reduction in child mortality, environmental sustainability, and development of global partnerships for development have shown progress. Health-related MDGs, like child and maternal mortality rates, remained slow, and progress earlier achieved on access to HIV/AIDS, malaria and tuberculosis treatment reversed in some respects. Performance differed across regions, with the North lagging in most indicators, and the South-West performing worst on health-related indicators. A significant percentage of the population relies on subsistence agriculture, which is a major source of livelihood, with a vast majority of the 'non-poor' currently classified as vulnerable.

Despite Uganda being a signatory to several major international human rights conventions related to women and children's rights (See Annex 8), certain social and traditional norms and practices have continued to impede effective implementation of most conventions. The continued existence of gender discriminatory laws and the slow pace of much-needed legislation to address the root causes of violence against women and children further impede the attainment of gender equality, good governance and poverty reduction. A gender analysis of Uganda National Household Survey (UNHS) 2016 data indicates that higher proportions of the elderly, PWDs, PLWHA, youth/child and women-headed households are chronically poor. Women make up 80 percent of those working in agriculture but have unequal access to and control over productive resources, thus limiting their ability to move beyond subsistence agriculture and make substantive decisions.

Politically, Uganda has remained open and stable over the past decades. However, the upcoming presidential election is likely to cause anxiety and animosity among different political factions. The risks and abuse of human rights are likely to increase particularly for critics of the current regime. The full benefits of democratic dispensation have yet to be realized, especially regarding rather weak civil society cohesion.

As far as the social climate, a wide range of disasters have affected most of the country, with the most frequent being displacement of persons resulting from civil strife in South Sudan and in Congo mostly, famine due to drought, earthquakes, epidemics, flooding and landslides resulting from heavy rains and unsustainable environmental management, and technological accidents because of inadequate safety procedures. The most frightening are terrorism related to Al-Shabab threats, which present a serious risk to Uganda's national security.

¹ Uganda Ministry of Finance, Planning and Economic Development: Poverty Status Report (2014).

² World Bank, Poverty Trends in Uganda (2012)

³ Uganda Human Development Report (2014): http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/UGA.pdf

⁴ Millennium Development Goals for Uganda 2013, Drivers of MDGs progress in Uganda and implications for the post-2015 Development Agenda, Ministry of Finance, Planning and Economic Development September 2013

Despite all of these potential threats to development, Uganda remains a safe haven for the refugees and currently hosts a number of refugees mainly from Democratic Republic of Congo, South Sudan and other countries in the Great Lakes Region.

1.2. DEVELOPMENT AND HUMANITARIAN CHALLENGES

Challenge	Analysis
Poverty, exclusion, rights denial and injustice	Poverty in Uganda goes beyond economic and material deprivation and includes injustices and exclusion from opportunities and resources for the most vulnerable, such as the elderly, PWDs, PLWHA, Youth out of schools, Child mothers and women, who face challenges like Gender Based Violence – gender inequality and inequity; disabled persons, refugees and excluded urban poor resulting from rural urban migration. Poverty and injustice are further perpetuated by poor governance occasioned by unjust exercise of power, marginalization and weak mechanisms to hold duty bearers accountable for service delivery, ultimately affecting food production, low productivity, and poor access to services such as water distribution, schools, and health care facilities
Insecure livelihoods	Key causes include unequal access to resources; massive youth unemployment; massive urbanization, school dropouts, over-dependence on rain-fed subsistence agriculture that makes majority of Ugandans vulnerable to shocks and therefore affecting livelihoods' resilience.
Vulnerability to climate change	The rampant destruction of flora and fauna occasioned by the search for livelihoods from fuels (wood) has led to unfavorable climate conditions across Uganda. Landslides, pollution, and delayed rains have contributed to entrenching poverty.
Displacement due to conflicts, other disasters and resource-related confrontations	Conflicts and emergencies in Uganda continue to contribute to poverty and vulnerability. Internal conflicts and conflicts in the Great Lakes Region (DRC, South Sudan), all pose great threats to people's lives in terms of protection, access to basic services such as WASH, Shelter, GBV and SRH which have led to gross violations of human rights and loss of life.

1.3. DEVELOPMENT AND HUMANITARIAN ACTORS

Today there are over 11,000 Non-Governmental Organizations (NGOs) and Community-Based Organizations (CBOs) registered with the Ugandan Non-Governmental Organization Board under the Ministry of Internal Affairs. These include non-state actors like Faith Based Organizations, International NGOs, National NGOs and other community-based organizations. However, only a handful of these are operational. Apex bodies like the NGO Forum and DENIVA provide a platform for NGOs and CBOs to participate in policy influencing processes through advocacy, although participation of CSOs in policy issues remains a grey area due to lack of ample expertise or packaging of alternative policy options occasioned by their limited evidence-based research.

The introduction of the Public Order Management Law has brought some restrictions especially on NGOs that are involved in advocacy for citizens' rights especially when it contradicts government position. These spaces may get even slimmer as the 2016 general elections approach. There is no framework that allows Government to interface with CSOs that is institutionalized both at national and district level. The current NGO law constrains the engagement between government and NGOs and thus breeding mutual suspicion and sometimes hostility instead of fostering partnership and cooperation. As a direct consequence, the

Office of the Prime Minister (OPM), with whom DRI Uganda maintains an excellent working relationship, is mandated to coordinate humanitarian interventions and working with support of the UNHCR.

Despite these challenges, DRI Uganda is working closely in partnership to promote development interventions in its areas of operation.

1.4. ADDED VALUE AND JUSTIFICATION OF DWS PRESENCE

According to the United Nation Development Program's (UNDP) Human Development Index (HDI), Uganda is ranked the 164th nation out of 182, with a reported index of 0.484 in 2014 (for 2013 data), representing an increase of 0.004 from the previous year. Uganda's index is below the average of 0.493 for countries in the low human development group and below the average of 0.502 for countries in Sub-Saharan Africa⁵.

Moreover, the Republic of Uganda is a signatory to the Convention on the Elimination of All Forms of Discrimination against Women, to the Convention on the Rights of the Child, to the Convention on the Rights of Persons with Disabilities, and to the Convention Governing the Specific Aspects of Refugee Problems in Africa, among numerous other human rights-related conventions and treaties.

This comprehensive list of agreements, each referring to procedures and lines of action to take under specific conditions, are undoubtedly difficult to closely adhere to in any circumstances and for any nation in the world. Where there is a gap in execution on behalf of the government, DRI Uganda, as a civil society organization, is committed to addressing the issues faced by Uganda in the sectors of Gender, Human Rights, Discrimination, Refugees and Displaced Peoples, Health Rights, Child Rights and Education Rights.

The program is dedicated to supporting the government of Uganda in addressing these pressing needs, as it is crucial for the people of Uganda and the refugees living in Uganda to fully exercise their rights. Our programs in humanitarian action and relief largely focus on urban refugees, but our strategic direction with availability of resources point to refugee settlements out of urban settlements.

DRI Uganda has a proven track record of working with refugees' immediate needs, rehabilitating them and empowering people with the necessary tools they need to succeed in their communities in a dignified manner, as per the prescriptions made in the Convention Governing the specific Aspects of Refugee Problems in Africa.

In its areas of operation, DRI Uganda has built a good reputation, a high degree of credibility and strong working relationships among various organizations, local rights holders and other development actors through its activities to build unity and acceptance and provide relief and development assistance in the City of Kampala, Wakiso and surrounding parts of the country, where its presence is more rooted. DRI's historical presence in refugee situations corroborates this legacy even further, as it is nationally recognized as a competent key player in the work it produces.

⁵Uganda Human Development Report 2014

http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/UGA.pdf

⁶ University of Minnesota Human Rights Library: Ratification of International Human Rights Treaties – Uganda

<https://www1.umn.edu/humanrts/research/ratification-uganda.html>

⁷ African [Banjul] Charter on Human and Peoples' Rights, adopted June 27, 1981, OAU Doc. CAB/LEG/67/3rev. 5, 21 I.L.M. 58 (1982), entered into force Oct. 21, 1986

<http://www1.umn.edu/humanrts/instrree/z1afchar.htm>

DRI Uganda's emergency response and disaster risk reduction component has been very effective in terms of response and support in the event of a disaster. This makes DRI a strong partner in mitigating negative effects of natural and man-made disasters. The program's emphasis on rights and justice are two notions that can bring about transformation of vulnerable communities where poverty and injustice are rife. Moreover, its flexible approach to working with partners implementing impactful interventions for target communities has enhanced its goals of learning, innovation, research, and communication in its work.

In over 13 years of presence in the civil society space Uganda, DRI Uganda has enjoyed working with highly engaged staff (99% of which are nationals), committed to the DRI vision, and an unparalleled ability to form connections between people and stakeholders.

Each DRI Uganda project will/and is designed with an exit strategy to complete the cycle of empowerment to satisfy our focus on sustainability. Our objective is for communities to become self-sufficient and capable of providing for themselves in the long term, independently of DRI's inputs.

1.5. DRI UGANDA'S VISION, MISSION AND VALUES:

DRI Uganda programs contribute to transforming peoples' lives and creating a better world, inspired and guided by the following vision, mission and values.

Vision

Communities that are economically, socially, and politically emancipated to take charge of their own destiny in development.

Mission

Working with the vulnerable rights holders and other development agencies to bring social, economic and political development

Values

Dignity and justice: DRI Uganda respect's the dignity of every person and empowers and supports vulnerable communities in their efforts to achieve justice, human rights and a sustainable future. We address the underlying causes of poverty, poor health and exclusion and work for a more equitable distribution of power, resources and opportunities.

Compassion and commitment: DRI care's and shows compassion for those who are suffering. At the same time, we are committed to being professional in program management and implementation.

Respect for diversity: As differences among us express the richness of God's creation, DRI Uganda respects diversity within the communities it works with and within its workforce. We do not discriminate in color, race, religion, sex orientation and education.

Inclusion and participation: DRI Uganda is committed to being inclusive and enabling the full and equitable participation of women and men, people of all ages, sex orientation, race and people with disabilities in all its activities, programs and decision-making processes as well as in society.

Transparency and accountability: DRI Uganda is strongly committed to transparency in all its activities, motives, aims, programs and financial decisions and results. We aim to balance accountability towards affected populations with accountability to partners and back donors.

Core commitments

Adherence to DRI Uganda's core commitments determines the effectiveness and impact of our programs and is highly valued by the communities we assist, our donors and related agencies.

Upholding Human rights: Human rights are at the core of all that DRI Uganda stands for, its actions and operations. The respect for human rights is fundamental to people being able to move out of poverty, to bring about justice and peace and for development to be sustainable. Respect for human rights is fundamental to people being able to move out of poverty to achieve justice and peace, and to development being sustainable. We believe everyone in Uganda has a right to life with dignity; food and water; and adequate and sustainable livelihood; safety; access to essential services like health and education, to participate and be heard.

Impartiality: DRI Uganda assists affected people, irrespective of ethnicity, religion, gender, religion, sexual orientation, race or political conviction. We help in response to and in proportion to need, without discrimination or favor to different groups within an affected population.

Accountability to the communities we assist: As outlined in DRI Uganda's Accountability Framework, we are committed to being accountable to the populations and communities our programs assist. We strive to achieve a culture of accountability at all levels—through leadership, policies, management systems and field practices. In the coming years, we will continue to strengthen accountability practice, particularly in the areas of information sharing, participation and complaints handling mechanisms.

Meeting international standards: DRI Uganda is committed to operate within the international codes and standards that relate to humanitarian and development assistance, Specifically DRI Uganda will follow:

- Core humanitarian standards (CHS)
- The DRI Code of Conduct (which is aligned to the Code of Conduct of the IFRC)
- POP Principals of partnership
- 2010 HAP standards in Accountability and Quality Management
- UNHCR's new framework partnership
- Sphere

Gender justice: Unequal power relations between women and men result in the unequal distribution of wealth and access to opportunities. The human rights of women, girls, must be fully implemented (as must those of men and boys). It is vital clearly to understand the roles responsibilities of women and men in a community. Since the role of women is central to development, the equal participation of women must be ensured. Therefore, we include gender perspectives in all aspects of our work and undertake specific advocacy and awareness raising activities to change attitudes and practices as well as to institutionalize gender justice. Moreover, we support the empowerment of women by providing and conceiving specific opportunities and projects for women.

Climate justice and environmental protection: Considering the escalating effects of climate change on poor and marginalized populations and the frequency and scale of disasters and emergencies, DRI Uganda prioritizes adaptation activities and promotes mitigation initiatives. We are committed to incorporating concern for the environment into all development decisions and operations aiming at behavioral change and reducing vulnerability. The Environmental Impact Assessment (EIA) is used as standard procedure at program and project levels to assess the environmental impact of our development activities and adopt environmentally responsible and sustainable development strategies.

2. INTERVENTION STRATEGY

2.1. THEORY OF CHANGE

In this strategic plan, DRI Uganda has applied a theory of change grounded in the concept of sustainable development goals (SDGs) pillars: End poverty in all its forms everywhere, End hunger, achieve food security and improved nutrition and promote sustainable agriculture, Ensure healthy lives and promote well-being for all at all ages, Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, Achieve gender equality and empower all women and girls, Ensure availability and sustainable management of water and sanitation for all, Ensure access to affordable, reliable, sustainable and modern energy for all, Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, Take urgent action to combat climate change and its impacts, Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels and Strengthen the means of implementation and revitalize the global partnership for sustainable development. This is aimed at seeing that people in program areas living in just societies, peace and dignity, united in diversity and empowered to achieve their full potential, claim their universal rights, meet their basic needs and improve their quality of life.

This goal for individuals and society is a long-term, dynamic process, whereby DRI Uganda and other actors work collaboratively from across civil society and the public and private sectors, operating at different level - individual, family, community, local and national stakeholders to uphold the rights of the oppressed and marginalized.

This is holistically and intricately reached through comprehensive assessment and inclusion of key elements that affects the dignity of the people DRI works with in the following areas:

- Assist people to organize into systems and structures that can be empowered to advocate and drive change in their society.
- Using the RBA approach, help people to identify who has power to influence systems and structures in and outside their communities.
- Work to empower the communities to identify threats to their lives and livelihoods so they can build their resilience.
- Use participatory approach to understand people's strategies for improving their lives and sustainably prepare for the future.
- Support the targeted communities to assess what resources they have access to use their local resources to drive long lasting change and resilience.

In Our RBA approach, even in the refugee work, we strive to empower communities in realizing their human rights, particularly the right to dignity, education, and adequate livelihood, health and meaningful participation. Empowering people to participate in and manage their own affairs is key to our interventions and this has been demonstrated in all our interventions.

2.2. RESULTS FRAMEWORK:

Overall Impact Statement:

“People in program areas living in just societies, peace and dignity, united in diversity and empowered to achieve their full potential, claim their universal rights, meet their basic needs and improve their quality of life.”

Strategic Priority Area A: DRR, Emergency Preparedness, Response and adapting to climate change

Problem Statement A1: *Communities are ill prepared to respond to disasters and emergencies (weak systems non-functional early warning systems, conflict for resources)*

Outcome A1: Strengthened capacity by communities to minimize losses and recover from Disaster (improved resilience)

Indicator a1.1: % of target communities with functional contingency plans

Indicator a1.2: Community based structures are effective

Problem Statement A2: *Poorly coordinated and untimely response to emergencies*

Outcome A2.1: Effectively coordinated and rapid/timely response mechanisms in place to address emergencies

Indicator a2.1: % & scale of emergencies that are responded to within the first 72 hours of occurrence

Indicator a2.2: Functionality of the coordination mechanisms (ERT, logistics, plans, linkages and collaboration NECOC)

Outcome A2.2: Asylum seekers and displaced persons are living a dignified life within the settlement areas.

Indicators: Basic needs of affected persons met (shelter, WASH, NFIs).

Problem Statement A3: *Inadequate support to affected communities (displaced and host communities) beyond the emergency phase.*

Limited local capacity (local govt & NGOs) to manage emergencies

Dwindling donor funds (UNHCR) amidst competing global priorities

Outcome A3: Enhanced capacity of the affected communities to cope beyond the acute phase

Indicator a3.1: Vulnerable groups claim their rights to basic services

Indicator a3.2: Vulnerable communities reduce use of negative coping strategies

Strategic Priority Area B: Sustainable Livelihoods

Problem Statement B1: *Food insecurity among vulnerable households*

Outcome B1: *Vulnerable households have access to food*

Indicator b1.1: Number of households grouped by months of food gaps

Indicator b1.2: Increased number of households in target areas using agricultural practices adapted to climate change

Indicator b1.3: Number of community groups (VSLA, FFS) graduated, remaining active and functional.

Problem Statement B2: *Limited access to productive assets, services and economic opportunities for the vulnerable groups*

Outcome B2: Poor households have access to alternative income generating activities.

Indicator b2.1: Increased number of people from the target group incrementally moving out of poverty

Indicator b2.2: Increased number of previously unemployed targeted individuals/groups starting IGAs or finding employment

Problem Statement B3: *Insufficient access to safe water, poor sanitation and hygiene practices*

Outcome B3: Households access clean water

Indicator b3.1: % of the target households accessing sufficient supply of water 20litres PPPD

Indicator b3.2: % of the target communities accessing safe to drink water

Strategic Priority Area C: Community-led Action for Justice and Peace

Problem Statement C1: *Communities are not empowered to hold duty bearers accountable to the delivery of services*

Outcome C1.1: Strengthened capacity of the target communities effectively exercise their power to demand their rights

Indicator c1.1.1: % community identified issues addressed by the duty bearers

Indicator c1.1.2: % target communities aware of their rights and responsibilities

Outcome C1.2: Right holders' groups are active in shaping own village development

Indicator a1.2.1: No. of changes at local level achieved through community led action and advocacy

Indicator a1.2.2: No. of people (Rights holders) participating in DRR activities.

Problem Statement C2: *Poor access to essential services*

(Rights-holders (e.g. women, vulnerable and marginalized communities, refugees) are not able to access their fundamental rights to basics such as survival, food, water, security, livelihoods, education and sexual reproductive health)

Outcome C2.1: Duty bearers in Uganda are accountable and promote, protect and respect the rights of the right holders

Indicator c2.1.1: % of changes at community level achieved through community led action and advocacy

Indicator c2.1.2: % of the community structures that are functional and influencing access to services

Outcome C2.2: *Communities have improved access to human rights*

Indicator c2.2.1: Success rate of issues addressed in vulnerable grp

Indicator c2.2.2: No. of changes at National/ international level achieved through advocacy and action for change

Strategic Priority Area D: Organizational Effectiveness

Problem Statement D1: *Inadequate capacity of DRI Uganda to effectively and innovatively deliver on all organizational standards, goals and objectives*

Outcome D1: Strengthened capacity of DRI Uganda to effectively deliver the organizational standards, goals and objectives

Indicator d1.1: Proportion of planned interventions implemented and monitored on schedule, by priority area and projects on annual basis

Indicator d1.2: Increased Accountability and Quality Management of DRI country program

Indicator d1.3: Functional DRI Uganda advocacy and communication strategies developed and operational

Problem Statement D2: *Over dependency on the traditional funding sources*

Outcome D2: Improved financial sustainability and diversified income streams for DRI Uganda

Indicator d2.1: Functional resource mobilization strategy developed and operational.

Indicator d2.2: Evidence in DRI program being sustainable and growing in innovation and budget

Problem Statement D3: Inability to attract and retain qualified and experienced high caliber staff

Outcome D3: *Well motivated, qualified and experienced human resource in place.*

Indicator d3.1: Established and functional Human Resource management systems.

Indicator d3.2: Annual salary surveys conducted, and findings implemented.

Problem Statement D4: *Inadequate integration of M&E in program and operation management processes.*

Outcome D4: M&E system effectively integrated into DRI Uganda program and operational management

Indicator d4.1: M&E System established and functional

Indicator d4.2: Availability of data disaggregated by priority area, sector and department, for effective decision making.

2.3. STRATEGIC PRIORITY AREAS

Strategic Priority Area #1: Disaster Risk Reduction (DRR), Emergency Preparedness and Response

People and communities are better prepared for, able effectively to respond to and recover faster from all types of disasters and complex emergencies. (improve coping mechanism)

DRI Uganda aims at responding in a timely manner to humanitarian emergencies to save lives and minimize human suffering, support recovery and rehabilitation. In the development and post emergency contexts, the Uganda Program will adopt Community-Managed Disaster Risk Reduction (CMDRR), an approach that show the relationship between disaster and development and offers solutions through the identification, analysis, treatment, monitoring and evaluation of the risks, with the aim of reducing people's vulnerabilities and enhancing their capacities

Strategic Priority Area #2: Sustainable livelihoods

Greater numbers of poor and marginalized people achieve adequate livelihoods without compromising the livelihoods of future generations.

DRI Uganda provides contextually relevant capacity building to communities to maximize their potential in sustainably reaching food security and in diversifying income streams. Key focal areas will comprise of bio-diversified agriculture, health and nutrition, WASH, vocational skills and entrepreneurship, notwithstanding protection of the environment.

Strategic Priority Area #3: Community-led action for justice and peace

People can fully exercise their human rights, participate in decisions affecting them and advocate for and build a strong civil society.

DRI Uganda engages in a range of strategies that help communities achieve their goals of justice and peace in culturally sensitive ways. This includes human rights education and advocacy, peace building and conflict resolution, developing local capacities for leadership and governance, and promoting access to essential services. Advocacy and human rights training are important components of DRI Uganda.

Strategic Priority Area #4: Organizational Effectiveness and Quality Assurance

DRI Uganda's management system and structure are fully operational, effective and efficient

DRI Uganda is a learning organization striving to remain relevant to the Ugandan context and takes the necessary steps to understand conditions and external systems to adjust its internal systems and to acquire the resources necessary to fulfil it's mission.

2.4. DESIRED IMPACT AND OUTCOMES

Ultimately, everything DRI Uganda Program plans to do for this cycle of the strategic plan is aimed at seeing people of Uganda, living in just societies in peace and dignity, united in diversity and empowered to achieve their full potential, claim their universal rights, meet their basic needs and improve their quality of life. Based on the priorities outlined in the Outcomes, all linked to the SDG pillars, DRI Uganda Program desired impact and outcomes emphasizes contribution to transforming people's lives. This will be achieved through the following outcomes:

Given trends of disasters caused by hazards such as climate change, conflicts within the region, DRI Uganda will have to respond to more frequent, severe and complex emergencies in the future. Therefore, through disaster response mechanism, communities' capacity shall be built to minimize losses and recover from disasters. Fewer people will suffer illnesses and deprivation by reducing the impact of natural and man-made disasters. Those most at risk will have exercised their right to have clean water, basic items and sanitation and other fundamental needs met and to take control of their own lives in dignity.

Several factors in Uganda have greatly put pressure on the livelihoods of already vulnerable rural communities, displaced people and the urban poor. Interventions will aim at ensuring that rights holders have access to food, alternative income generating activities, access to education and health and clean water all the while incrementally moving out of poverty. More people who live in rural and urban poverty will enjoy greater food security, increased income, and resilience through significantly more equitable sustainable livelihoods interventions.

Empowering the communities to be drivers of change on issues that affect their lives is highly desired in this plan. It is envisioned that rights holders and duty-bearers work together to ensure community needs and demands are acknowledged and met. With this, it is expected that there will be profound and lasting changes in the lives of people living in vulnerabilities and injustice as the result of a community-wide influencing network of one people united by a common vision for change. This network will demonstrably amplify greater impact, bolster local and national influence and support progressive changes at all levels.

2.5. STRATEGIC AND INNOVATIVE APPROACHES

Rights Based Approach to relief and development

All human beings have the right to a life in dignity. People who are oppressed, vulnerable and poor are not objects of charity but rights holders. The emphasis on human rights in the context of development helps us to focus on the structural inequities that cause and perpetuate impoverishment and exclusion, so that the root causes of poverty and exclusion receive proper attention. Within the Framework of International Covenant on Economic, Social and Cultural Rights (ICESCR¹), DRI Uganda raises awareness and advocates for people's rights at all levels into informed decision makers and active citizens. Active citizens can challenge policies or actions and existing structures based on principles such as equality, inclusiveness, diversity and social justice.

Community Based Empowerment

Empowerment is both a means and an end in DRI Uganda program's work with communities. This implies consulting the people first, considering the impact of decisions and activities on the people and enabling them fully to participate in and own these activities. We engage with communities in ways that enhance and build on people's competencies and capacities so that they can direct their own development, both as individuals and as participating members of families, groups and communities. DRI Uganda encourages community participation and supports the development of local networks and structures as means to

strengthen local civil society. We support and promote local leadership in order to achieve sustainable development.

Programmatic integration

DRI Uganda emphasizes that some actions are interlinked with or affect other areas of its programmatic work. Environmental issues, gender justice, protection and other thematic areas are considered integral parts of all actions undertaken in any given sector. As a result, many development initiatives can be designed in such a way that a positive impact on multiple aspects of community life is safeguarded. Emergency relief, rehabilitation, development and disaster preparedness efforts are complex processes that are intrinsically linked, and not always linear. DRI Uganda facilitates the empowerment of local people from the very beginning of the emergency to enhance and sustain local capacity. Bridging the gap between emergency response and development is an area of competence.

2.6. LINES OF INTERVENTION

The three selected global strategic priorities with the respective program areas are all chosen due to their distinct potential in linkage of the humanitarian needs, to an integrated approach with long term capacity development of communities and local actors as being the governance dividend. DRI Uganda has focused on the following areas which allow us to build upon the expertise and experience accrued over the years while creating new, innovative and effective approaches.

Disaster Risk Reduction (DRR), Emergency Preparedness and Response

- DRR using CMDRR approach
- Emergency response to humanitarian needs of people affected by disaster (WASH, Protection, Infrastructure, education and Livelihoods)

Sustainable livelihoods

- Agriculture and Food Security
- Income Generation
- Vocational Skills and Entrepreneurship
- Environmental Protection
- WASH

Community-led action for justice and peace

- Human rights education
- Advocacy
- Capacity building
- Community Empowerment

Quality Education

- Infrastructure development
- School sanitation & hygiene
- Child sponsorship & scholastic materials

Comprehensive Health

- Sexual reproductive health
- HIV/AIDS
- Maternal Child health
- Prevention and Treatment of communicable and non-communicable diseases

2.7. GEOGRAPHIC FOCUS AREAS

DRI Uganda values of justice and compassion are embedded in this Country Strategy. This means we work in the most impoverished, least developed, and most marginalized parts of Uganda.

We have identified priority geographical areas of intervention based on vulnerability and need in the targeted zones. (See Priority Populations for more detail on the selection process)

DRI Uganda's area of operation will span throughout, but is not limited to, the following areas:

- Central, North central, south and east central
- Northwestern Uganda
- Northern Uganda
- Southwest –Kamwenge, Kisoro
- Eastern Uganda- Tororo, Busia, Bududa and Sironko (Elgon Sub region)

DRI Uganda will expand to different regions or phase out of others according to need and ability. These selected areas of focus were carefully chosen based on vulnerability and poverty levels, functionality, commitment of local governments, potential for partnerships, community needs, and on the absence of similar interventions from other development actors.

2.8. PRIORITY POPULATIONS

2.8.1. Rights holders

Two of DRI Uganda's Programs, are focused on relieving, rehabilitating and training refugee populations living in settlements, while the others are focused on development projects emphasizing diversified approaches to improved sustainable livelihoods, as well as community led empowerment and peace processes. DRI Uganda especially focuses on communities vulnerable to risks and shocks related to conflict, environmental hazards, poverty, and population shifts (RUM). DRI Uganda will continue to assess the following factors to identify vulnerable rights holders:

- Health Status
- Nutrition Status
- Education Levels
- Access to Community infrastructure
- Participation in Political Process
- Degree of Environmental Degradation
- Social Discrimination Level
- Poverty Levels

Individuals falling under those categories could include but are not limited to:

- Women
- Persons with Disabilities
- The elderly
- People in displacement (Internally or refugees) and the vulnerable host communities
- People Living with HIV and AIDS
- Urban Poor
- Youth (16-25)
- Child mothers

2.8.2. Duty bearers

DRI Uganda is operating alongside several local, national and international NGOs, UN agencies in all its areas of operation. These are identified as coordination partners, to ensure a balanced and efficient interaction in the support to be provided to local entities.

This coordination materialized in an active exchange of information, and the pooling of resources for joint actions of a limited nature. Organizations identified as primary partners actors include:

- Government: Relevant Ministries and Focal Point officers; Office of the Prime Minister (OPM); Ministries of Health, Education, Agriculture, Animal Industry and Fisheries (MAAIF); Ministry of Water and Environment (MoWE); Ministry of Gender and Social Development (MoGLSD)
- Relevant District Local Governments where DRI is implementing interventions
- International NGOs
- UN Agencies: UNHCR; UNDP; UNICEF, FAO
- CSOs: Like-minded CSOs especially in promoting advocacy work; NGO Forum

2.9. STRATEGIC ALLIANCES

2.9.1. Strategic partnerships and networks

- Collaboration and cooperation with partners are essential to DRI Uganda's effective impact. DRI Uganda is committed to positive and strategic partnerships with key actors in the context where we work. Important partners DRI Uganda will build on in the years to come include:
- United Nations High Commissioner for Refugees, UNHCR
- Other sister UN agencies, Relief agencies and organizations, Philanthropic Foundations, governments, Churches and individuals
- Relevant government authorities and in particular the Prime Minister's office OPM
- Joint implementers, funders and allies
- Other funding partners we currently work with
- National and international NGOs we work closely in our programs, who play a complementary role.

2.9.2. Participation in networks and broader civil society

DRI Uganda works within a national and global network of partners with a wealth of diverse and specialized resources. DRI Uganda seeks to make the optimal use of this network through contributing its own expertise and working cooperatively with others to seek the maximum stewardship of this shared resource of skill, experience and knowledge. DRI is also committed to expanded local networking, seeking to achieve synergies through expanded co-operation with a range of relevant local and work networks

involving NGO/civil society partners, local and national government, international humanitarian and donor agencies. DRI Uganda will continue to strengthen its participation in local networks such as:

- Humanitarian Actors Network
- Uganda NGO Forum
- Other loose coalitions

Advocacy efforts will be better channeled through the relevant networks.

2.10. SUSTAINABILITY AND EXIT STRATEGY

DRI Uganda will develop an exit strategy to ensure smooth transitions out of the communities in which it is present. These communities, informed about the exit from the start of the project, will benefit from DRI's presence to learn new practices and implement them on their own once programs come to an end. This strategy will include a graduation process, meaning that rights holders are empowered to the extent that they can continue to improve their well-being and realize their right independent of DRI Uganda's inputs.

During the period of this strategy, DRI Uganda will scale up on capacity building/development of her identified local partners and community-based groups. Key local government officials will also be targeted. The main aim of this effort will be to ensure ownership and sustainability of programs. This will entail training in management and especially in program management so that the partners who are community based are able to continue provision of services to the rights-holders thus ensuring sustained community empowerment. Through accompaniment of local partners, it is DRI's vision to train respective partner personnel to be able to write quality program and project proposals to attract funding from other donors, which will ensure that programs do not collapse when DRI scales down or completely phases out of some of the thematic areas. To achieve this, DRI is exploring possible partnerships with like-minded organizations, to collaborate in capacity development of partners and counterparts.

The above effort will also contribute to transformation of a mindset of dependency to a mindset of active citizenship and belief in own capacity to determine the future. The key objectives of the underpinning core approach of capacity development of DRI partners and civil society are to:

- Develop core local groups and organizations as effective civil society organizations
- Capacity development of local government with emphasis on community participation and strengthening link to local communities
- Support formation of village savings and loans associations and farmers' cooperatives with the intent of empowerment and increased participation in the public sphere. This will strengthen their capacity to contribute to lasting and meaningful social change.

DRI Uganda program believes that local micro-level grassroots partnerships, foster greater understanding of local needs and context, and allow for more appropriate, equitable and sustainable solutions.

3. MANAGEMENT STRATEGY

3.1. MANAGEMENT STRUCTURE

The DRI Uganda programmes are managed from the secretariat offices in Wakiso that reports to the board of directors.

The DRI Uganda management structure, will be reviewed to ensure a flexible, participatory and decentralized management of the program that promotes integrity, accountability and responsibility at all levels. Each operational location is called a sub-program and managed by Sub Program managers or who report to the Program Coordinator. Depending on the complexity of the intervention, DRI deploy expatriates, but it's not a practice and will require a decision of the board.

On strategic decision about the partnerships, funding direction, approaches, this is done at the head office in Wakiso, while all operational decision are done as close to the concerned operations as possible while maintaining a strong coordination across the whole program.

3.2. RESOURCE REQUIREMENTS

The DRI Uganda shall during the strategy period ensure financial sustainability by a mix of diverse, secure and well managed income sources.

Currently DRI Uganda sources funds from its random donor agencies and other national and international donors. To achieve a stable and diversified funding base for the DRI Uganda, we will welcome institutional donors to enhance and sustain other donors' confidence, donor consolidation donor diversification and stewardship are essential components in resource mobilization.

To implement this strategy DRI Uganda program foresees an annual volume of 3.5 million euros in grants. The "project model" of DRI requires the project to finance all support costs via projects, which makes the volume an important issue through quality of programs will always be paramount. The project model will require DRI Uganda to maintain only "Core" staff while the rest will be project based and shade off at age.

DRI Uganda can accommodate and absorb more grants in a phased manor, funding up to approximately 10 million euros per annum. Just in the past 4-5 years we have seen in Uganda that we are operating in a flexible, volatile and rapidly changing environment, which means the ability to scale up and down quickly and to adjust and adapt to the context key success factors.

The DRI Uganda resource plan is based on the projected amount of resources necessary to implement emergency, relief and developmental activities. Ongoing resource and implementation plans are developed for each project area activity and are based on projected and available funding. These plans include projections of the optimal resources for staffing, operational facilities, equipment and overhead and are reviewed and modified on a regular basis as funding and circumstances change.

Staff Requirements:

DRI Uganda will maintain a competent and adequate staff team to preserve the organization's current growth. Due to ever-changing staff needs, it has been highly recommended in the previous evaluation for a Human Resource manager that would report to the Executive Director. This will allow for a greater focus on Human resource-specific concerns to be addressed systematically and effectively.

Staff Capacity needs evaluations will be conducted on a regular basis to identify capacity gaps before any investments are made in staff training. The identified gaps will help determine the types of trainings staff require.

Infrastructure Requirements:

In line with DRI Uganda's iterative modes of operation, infrastructural requirements will be reassessed as needed and the necessary changes will be made according to decisions taken. The physical infrastructure in the existing areas of operation will be updated to comply with the enforced policies. The head office will be expanded to accommodate the growing number of staff while establishing rental space for income generation. Humanitarian field staff living conditions once we have sub programs will be continuously reviewed with reference to accommodation, access to water, and general security and safety.

DRI Uganda will progressively increase utilization of community workers for interventions in emergency programming to ensure that refugees manage much of the issues that affect their lives.

Other assets and equipment:

A more specific assessment of vehicles, equipment and material requirements will be conducted during the preparation of new project proposals. The vehicles often deployed are Toyota brand and are acquired for a minimum of seven years unless otherwise advised by the authorized mechanic. Continued standardization of assets will be deliberately emphasized. Old assets will be disposed of and replaced on a regular basis.

3.3. FUNDING STRATEGY

DRI Uganda's Funding Strategy will provide a framework endeavoring to obtain no more than 50% of the total annual budget from any one institutional donor to ensure independence and to avoid over-reliance on a particular source of funding. Our key sources of funding will include strategic response to local and international calls for proposals. There will be a deliberate effort to respond to larger calls in consortia with either the related agencies or like-minded actors in the country. A pool of resources estimated at an annual budget of 20,000 Euros has been planned specifically for proposal development.

The organization intends to explore new funding opportunities from and/or in partnership with private sector actors.

Given the prevailing resource mobilization challenges, it is estimated that the overall annual financial requirements for the program will be around Euros 4 million annually including investment in staff capacity development, infrastructure and material resources.

It is anticipated that about 15% of the total expenditure will be on overhead costs and 85% on program implementation and direct costs. It should also be noted that facilitation staff costs will be a larger share of the future program operation costs.

3.3.1. Budget Projection

Thematic Area (TA)	2023	2024	2026	2025
Disaster risk reduction, emergency preparedness and response	394,268	494,464	717,331.5 Euros	900,560.1 Euros
Sustainable livelihoods, Water and Sanitation	349,486	595,848	720,575 Euros	932,222.5 Euros
Community-led action for justice, right to quality Education, Right to Health	206,595	401,195	838,000 Euros	814,657.9 Euros
Institutional Development	31,499	71,386.8	84,711.8 Euros	741,332.2US\$
Core Costs	119,889	338,165.0	499,673.4 Euros	591,231.7 Euros
TOTAL COST	1,101,737Euros	1,901,058.8Euros	2,860,291.7Euros	3,980,005.4 Euros

Grant source	%ge of Funding
External Partners/Donors/Bilateral Organization	56%
In Country Donations/Donors	30%
Organizational Income generating activities	10%
Fund Raising from Corporate Partners	4%
Fundraising strategy	
Project Concepts/Proposal	
Cap Appeals	
Investment Ventures	
Consultancy Services	
Financial Management System	
Financial Manual in place with (ACCPAC) Finance system . All accounts are automated	

3.4. Risk Assessment Matrix

Identified Risks (both external and internal)	Mitigation Strategies
EXTERNAL	
Unfavorable Political climate - Political violence disrupting projects - Tough legislations against civil society	Partnerships with keys stakeholders (Governments, Ministries, Agencies and Departments). Access to information, advocacy through coalitions.
Economic crisis - Macro-economic shocks (inflation/Depreciation) - Donor withdrawal/blacklisting - Urbanization (growth of the urban poor) - Chronic food shortages affecting target population - Oil and gas crises affecting operational costs - Taxation policies - Organized crime & elicit trade	- Identifying and assessing risks - Strategic negotiations/communication with all stakeholders (suppliers, banks, staff, - Empowering communities for self-reliance
Conflict - Guerrilla/civil Warfare in the entire country - Internal displacement of populations - Refugee influx (refugee settlements) - Gross human rights violation - Terrorism threats to organizations and beneficiaries	- Negotiation with strategic partners on available alternatives - Relocation and evacuation of staff to safer countries - Empowering communities to be at the forefront of advocacy drives
Natural Disasters - Climate change - Earthquake, flooding and land slides - Chronic disease Human & Animal (Cholera/Ebola/Typhoid, Marburg, Foot & mouth disease) - Water crises effects	- Facilitating Disaster Risk Reduction Drives - Support Early Warning Systems - Promotion of sustainable development initiatives
INTERNAL	MITIGATION STRATEGIES

<i>DRI - LICANDA STRATEGIC PLAN 2022-2026</i> - Procurement risks - Human Resources Management risks - Safeguards of Assets risks - Store Management risks - Financial Management Risks - Fraud related Risks - Projects Implementation risks - Risks Associated with Motor Vehicles and Motorcycles Running Costs - Implementation Capacity gaps among staff - Risks Associated with Information Technology - Legal related risks	page - Collaboration and learning from the other DRI country programs - Strict adherence to DRI Policies, Manuals and Guidelines - Strong accountability channels through partnership with all stakeholders with open communication channels and mutual relationships - Strong management, implementation, Audit, Quality Assurance and operational standards
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3.5. MONITORING AND EVALUATION

The monitoring and evaluation of implementation plans will focus on the key deliverables specified in the results framework above. With a monitoring and evaluation plan based the strategic plan and M&E System as a guiding framework, DRI will systematically collect and analyze annual data using specified indicators.

The DRI Uganda Program Management Team plays an overarching role in shaping and approving the broader programmatic framework of the strategic plan. Monitoring and evaluation as a management tool will focus on systematic determination of relevance; performance and success of the program objectives to ensure that DRI assisted projects produce sustainable results benefiting the stakeholders. The head Office, together with participation of partners and beneficiaries monitor and evaluate the implementation of the projects and programs on the basis of the defined indicators.

Data collection tools for monitoring outputs and outcomes will be designed to capture how each of the project within the Country Program contributes to the Country Strategic Objectives. The M&E unit will compile strategic performance reports based on information from the interventions implemented. The information will be used at the different levels of management and by different stakeholders and the specific feedback given will guide decision making processes.

The annual plans shall be based on logical framework that makes clear commitment to delivering a series of four Operational outcomes or Results, linking into the strategic plan. These Results are to be delivered through Outputs and outcomes, each consisting of a portfolio of projects in the lifecycle of the strategy.

The Program will draw resources together from relevant projects for monitoring and evaluation. Similarly, a separate monitoring and evaluation fund will be created to which all the constituent projects would contribute.

3.6. ACCOUNTABILITY AND LEARNING

DRI Uganda is a learning organization committed to constantly improving the effectiveness and coherence of its work. The program will focus on further development and quality assurance of our accountability to rights-holders, partners and other stakeholder based on the Core Humanitarian Standards and quality management standards. The Program will especially focus on internal information sharing, securing participation and developing systems for feedback and complaints focusing on right-holders during all phases of project and program implementation. DRI will ensure that all our processes create the space for innovation, learning and critical reflection, and reduce unnecessary bureaucracy for an increase in effectiveness.

DRI Uganda's commitment to operational and programmatic excellence similarly demands continuous improvement in our ability to document, analyze and apply learning at the project, sector and program levels, and to share that learning with staff and stakeholders. DRI Uganda will invest in a program-wide monitoring & evaluation, accountability and learning system for projects intervention to improve our ability to:

- Provide effective feedback mechanisms for program beneficiaries
- Systematically measure results, incorporate and document experiential learning
- Optimize use of technology to improve the accuracy, timeliness and accessibility of monitoring & evaluation data
- Facilitate decisions based on evidence and learning

The program will also aim to build a culture that encourages and supports continuous employee learning through Continuous Performance Improvement (CPI) exercises where internal self-assessment by a small team from across DRI sub programs participates.

ANNEXES

Annex 1: GENERAL CONTEXT - KEY STATISTICS

STATISTICS ON UGANDA

1.1 Background

Uganda covers an area of 241,038 square kilometers of which about a third is covered by freshwater bodies and wetlands. It is mainly a plateau astride the equator with favorable tropical climate and average temperature ranging from 18 to 28 degrees centigrade. It is endowed with numerous natural resources.

The country has a relatively young population with about 60 per cent below 18 years of age and a total population estimated at 32 million people (UBOS 2010). About 51 per cent of this are female. The population of Uganda is projected to double by the year 2025 because of the high population growth rate of 3.4 percent per annum. Uganda's population is mainly rural and is projected at 85.2 percent in 2010. (UBOS, 2006).

Uganda is a peaceful, stable and secure country. It is under a multi-party democratic dispensation with a decentralized governance system

Over the last three decades, the economy has moved from recovery to growth based on short-to-medium term planning and the country implemented a number of economic policies including the Structural Adjustment Programs(SAPs), Economic Recovery Program (ERP) and the Poverty Eradication Action Plan (PEAP). As a result, the GDP growth has since 2002 been sustained at an average of 6.4 per cent. The macro-economy has remained relatively stable with inflation rates maintained at single digit level while public finance and monetary policies have been well managed.

1.2 Poverty

The 2009/10 Uganda National Household Survey (UNHS) reported that 24.5 percent of Ugandans live below the poverty line. Children under 18 years of age represent 62 percent of the population that lives in absolute poverty. 85 percent of Ugandans live in disadvantaged rural areas where resources and potential to tap for higher economic growth are underutilized. While the national poverty rate is at 24.5percent, poverty rate is highest in Northern Uganda at 46.2 %, followed by Eastern Uganda at 24.3 %, lower in Western Uganda at 21.8 % and lowest in Central Uganda at 10.7%.

1.3 General Health, Maternal and Child health

Uganda's health sector is strategically guided by a 5-year Health Sector Investment Plan, whose goal currently, is to attain a good standard of health for all people in Uganda to promote a healthy and productive life. To achieve this, the sector is guided by several policy and planning frameworks that include: the Health Sector Strategic and Investment Plan (HSSIP) 2010/2011 – 2014/15; National Health

Policy (NHP) II (2010/11-2019/20); the Uganda Minimum Health Care Package (UMHCP) and the health Ministerial Policy Statement (HMPS) 2014/2015.

According to the last demographic health survey conducted in 2006, the following features emerge: maternal mortality reported at 527 to 505 deaths per 100,000 live births (between 1990 and 2000). 435 per 100,000 live births in 2006; Under-five mortality rate, declined from 167 (1991) to 137 (2006) deaths per 1000 live births; Infant mortality rate, reported at 81 to 88 deaths per 1000 live births (by 1995 and 2000) which declined to 83 and 76 in 2003 and 2006.; and about 38% of all infant deaths occur in the neonatal period (that is in the first 28 days of life) Maternal and child health conditions carry the highest total burden of disease with prenatal and maternal conditions accounting for 20.4% of the total disease burden in Uganda.

Other issues that remain as challenges include:

- Uganda's fertility rate is high with total fertility rate at 6.5. Several factors could be contributing to this phenomenon such as: unmet needs for family planning, which stands at 41%; early age at first birth; lack of information and awareness; and cultural and religious factors. (UDHS2006-2010)
- Women account for the largest proportion of HIV infected persons in Uganda.⁹ There are many reasons that contribute to women's susceptibility to HIV infection such as: women's physiological make up, illiteracy, limited access to information; women's low social status in the society which make them unable to negotiate for safe sex; and social cultural practices such as FGM, and polygamous relationships among others (Uganda HIV Sero Behavioral Survey 2004/5).
- Uganda's population consists of a significant number of adolescent boys and girls but sexual and reproductive health services that are customized to this segment are still limited. This partly explains the prevalence of adolescent health care burdens, such as teenage pregnancy that stands 23% (UDHS 2006).
- The proportion of deliveries by skilled personnel in Uganda is still low at 34%, while the provision of Emergency and Basic Obstetric and New-born Care (EmONC) is limited. It is not surprising that Uganda's maternal mortality rates are still high at 435/100,000.
- Sexual and Gender-Based Violence is still widespread and a major concern in Uganda. The control of SGBV is hampered by limited financial and transport resources and poor social and economic status of women in the society.

1.4 HIV/AIDS

Despite the reported decline in the HIV prevalence rate from 18.7 percent in the early 1990s to 6.4 percent in 2008; the Uganda HIV&AIDS Sero-Behavioral Survey--UHSBS (2004/05), showed that the prevalence of HIV infection is higher among women than men at 7.5% and 5.0% respectively, and the country has a generalized HIV epidemic with a prevalence of 6.4% in adults and 0.7% in children. Therefore, approximately 1.1 million people in Uganda are living with HIV. Women and urban dwellers are more disproportionately affected. Sexual transmission continues to contribute 76% of new HIV infections while mother to child transmission contributes 22%.

1.6 Donor Environment.

Uganda's budget is highly dependent on donor assistance, with donor contributions financing almost half of the national budget. The multilateral donors include the World Bank, United Nations Development Program, UNAIDS, United Nations Children's Emergency Fund and the European Union. The United Kingdom is one of the leading bilateral donors to Uganda with funding focusing on justice, agriculture, environment, education, health, and public administration. The United States of America is one of the stakeholders and

through USAID it supports Uganda's goal to reduce mass poverty through investments in health especially in HIV/AIDS and primary education including the provision of essential commodities, training, human resources and technical assistance. Other donors include the African Development Bank, Canada, Sweden, Korea, Netherlands, Ireland, Denmark, Germany, Switzerland, Norway and Australia. Recently several donors in Uganda are changing from providing funding to support government budget to providing funding support through civil society organizations despite the government's efforts to persuade them to do so through government budget support. The proportion of donors' support to Uganda administered outside the government is significant. In some sectors, it exceeds 60 per cent of the total funding from development partners. The funding to CSOs is aligned to contribute to the achievement of MDGs. Following the office of the Prime Minister's corruption scandal, most donors preferred channeling their assistance outside government control probably because of the belief that assistance through civil society might be more effective.

1.7 Legal and Policy Frameworks

Internationally, Uganda is a signatory to a number of policy frameworks including the following: the Abuja Declaration (2001), in which African Union countries pledged to increase government expenditure on health to 15%; the Maputo Plan of Action (2006) that tasked African governments to provide universal access to comprehensive sexual and reproductive health services by 2015; the International Convention on Population and Development (1994); and the Millennium Development Goals (2000), the United Nations Convention on the Rights of the Child – UNCRC (1990), the African Union (AU) African Charter on the Rights and Welfare of the African Child (1990), the Convention on the Elimination of All Forms of Discrimination Against Women – CEDAW (1979), among others. Domestically, Uganda has made a concerted effort to protect the rights of the vulnerable.

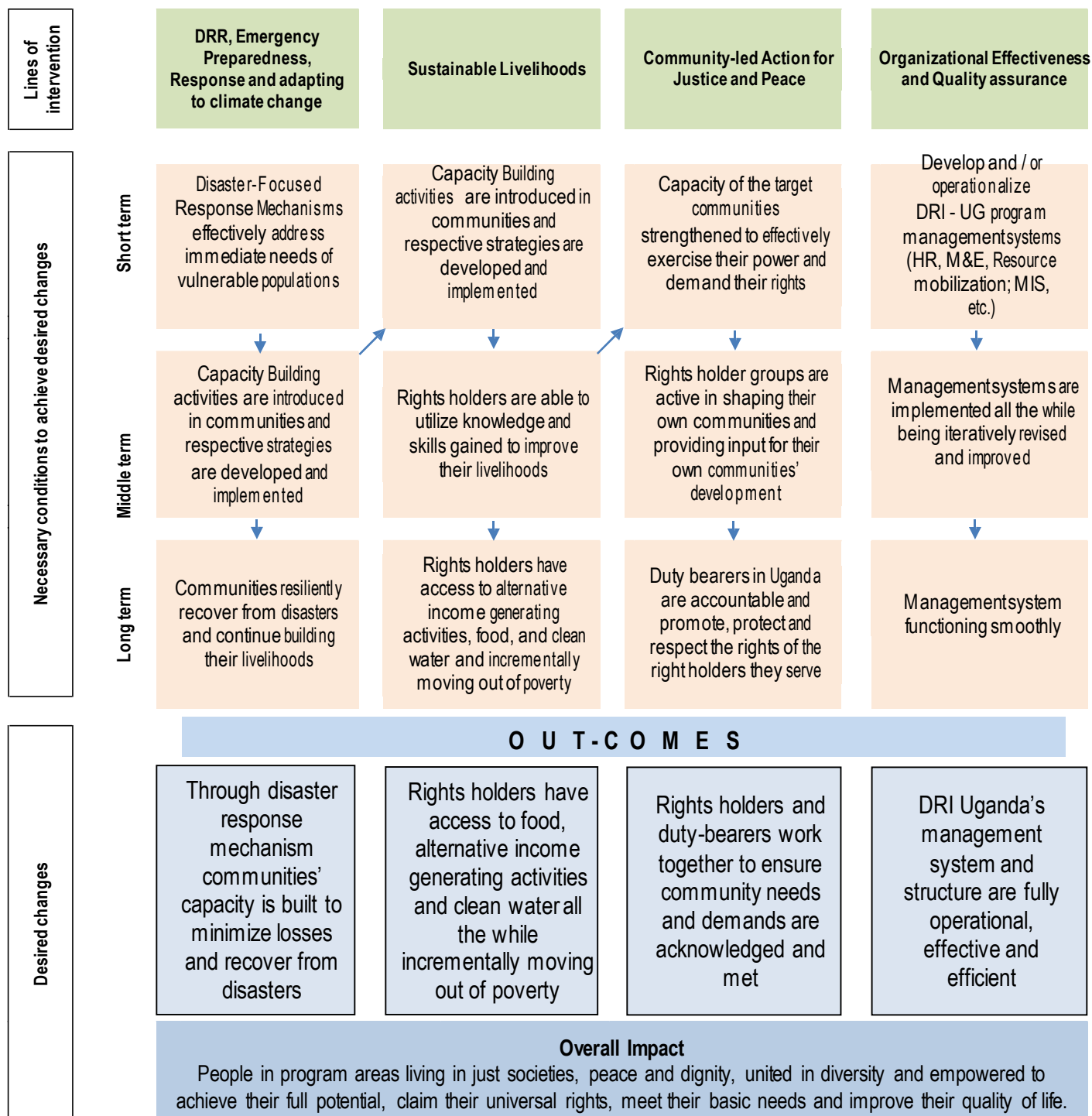
SOME SELECTED INDICATORS

	DEVELOPMENT INDICATOR	STATUS AS OF 2010
1	Per capita income	USD 506
2	Percentage of population below the poverty line	24.5%
3	Income distribution (GINI Coefficient)	0.43

4	Sectoral composition of GDP (%)	
	Agriculture	22.4
	Industry	26.4
	Services	51.2
5	Labour force distribution in line with sectoral contribution (%)	
	Agriculture	65.6%
	Industry	7.6%
	Services	26.8%
6	% share of national Labour force employed	70.9%
7	Manufactured exports as a % of total exports	4.2
8	Gross Capital Formation as % of GDP	24.1
9	Saving as a % of GDP	14.5
10	ICT goods & services as a % of total export	-
12	Technology up-take & diffusion (Technology Achievement Index (TAI))	0.24
13	Public expenditure as a % share of R&D to GDP	0.1
14	Electricity consumption (kWh per capita)	75
15	% population with access to electricity	11
16	Water consumption (m3 per capita)	26
17	% population with access to safe piped water	15
18	% of standard paved roads to total road network % of population in planned settlements	4
19	Urban	51
	Rural	0
20	% level of urbanization	13
21	Life expectancy at birth (years)	51.5
22	Infant mortality rate per 1000 live births	63
23	Maternal mortality rate per 100,000 live births	438
24	Under 5 mortality rate per 1000	96
25	Child stunting as a % of under 5s	33
26	Literacy Rate (%)	73
27	Gender Related Development Index (GDI)	0.51
28	Population growth rate	3.2
29	Forest Cover (% land Area)	15
30	Wetland Cover - % of total area	8
31	Corruption Perception Index	2.5

(Source: NPA Uganda Vision 2040)

Annex 3: THEORY OF CHANGE



Annex 7: UGANDA TREATIES AND CONVENTIONS

African Regional Conventions	Signature	Ratification	Accession
African [Banjul] Charter on Human and Peoples' Rights	8/18/1986	5/10/1986	
Convention Governing the Specific Aspects of Refugee Problems in Africa	9/10/1969	7/24/1987	
Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa	12/18/2003	7/22/2010	
Protocol to the African Charter on Human and Peoples' Rights on the Establishment of an African Court on Human and Peoples' Rights	2/1/2001	2/16/2001	
African Charter on the Rights and Welfare of the Child	2/26/1992	8/17/1994	
Refugees and Asylum	Signature	Ratification	Accession
Convention relating to the Status of Refugees			9/27/1976
Protocol Relating to the Status of Refugees			9/27/1976
Persons with Disabilities	Signature	Ratification	Accession
Convention on the Rights of Persons with Disabilities	3/30/2007		
Optional Protocol to the Convention on the Rights of Persons with Disabilities	3/30/2007		
Education	Signature	Ratification	Accession
Convention against Discrimination in Education		9/9/1968	
Rights of the Child	Signature	Ratification	Accession
Convention on the Rights of the Child	8/17/1990	8/17/1990	
Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflicts			5/6/2002
Women's Human Rights	Signature	Ratification	Accession
Convention on the Elimination of All Forms of Discrimination against Women	7/30/1980	7/22/1985	
United Nations Convention against Transnational Organized Crime	12/12/2000	3/9/2005	
Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime Preamble, supplementing the United Nations Convention against Transnational Organized Crime	12/12/2000		
Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime	12/12/2000		
International Bill of Human Rights	Signature	Ratification	Accession
International Covenant on Economic, Social and Cultural Rights			1/21/1987
International Covenant on Civil and Political Rights			6/21/1995
Optional Protocol to the International Covenant on Civil and Political Rights			11/14/1995

Source:

University of Minnesota Human Rights Library: Ratification of International Human Rights Treaties – Uganda
<https://www1.umn.edu/humanrts/research/ratification-uganda.html>