



**2023- 2027**

**Strategic  
PLAN**

**KAWUO**

**KARAMOJA WOMEN UMBRELLA ORGANIZATION**



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# Abbreviation and Acronyms

<b>ACP-EU</b>	Africa, Caribbean, and Pacific – European Union
<b>AGM</b>	Annual General Meeting
<b>AIDI</b>	Amudat Inter-religious Development Initiative
<b>BOD</b>	Board of Directors
<b>BOT</b>	Board of Trustees
<b>CAO</b>	Chief Administrative Officer
<b>CBO</b>	Community Based Organizations'
<b>CDO</b>	Community Development Officer
<b>CEO</b>	Chief executive Officer
<b>CSO</b>	Civil Society Organization
<b>DBI</b>	Dashboard Indicators
<b>DCDO</b>	District Community Development Officer
<b>DCO</b>	District Commercial Officer
<b>DEO</b>	District Education Officer
<b>DHO</b>	District Health Officer
<b>DPMO</b>	District Production Management Officer
<b>EC</b>	Elders' Court
<b>ED</b>	Executive Director
<b>FGM</b>	Female Genital Mutilation
<b>GBV</b>	Gender Based Violence
<b>IT</b>	Information Technology
<b>KAWUO</b>	Karamoja Umbrella Women Organization
<b>KPI</b>	Key Performance Indicators

<b>KRA</b>	Key Result Area
<b>LC</b>	Local Council
<b>MAWOUG</b>	Maendeleo Women group
<b>M&amp;ES</b>	Monitoring and Evaluation System
<b>NGO</b>	Non-Governmental organization
<b>PD</b>	Programme Director
<b>SO</b>	Strategic Objectives
<b>UWONET</b>	Uganda Women Network
<b>NAWUO</b>	National Association of Women of Uganda
<b>RADO</b>	Rural Action for Development Organization
<b>RDC</b>	Resident District Commissioner
<b>RDC</b>	Resident District Commissioner
<b>SAS</b>	Senior Assistant Secretary
<b>TOC</b>	Theory of Change
<b>TORs</b>	Terms of Reference
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UNDP</b>	United Nations Development Programme
<b>URSB</b>	Uganda Registration Services Bureau
<b>VAWP</b>	Violence Against Women and Girls
<b>WECOP</b>	Women Environment Conservation Programme
<b>WIDEA</b>	Women Integrated Development Association



# Disclaimer

The Strategic plan for Karamoja Women Umbrella Organization was developed with financial support from the European Union and the German Ministry for Economic Cooperation and Development through GIZ Civil Society in Uganda Support Programme (CUSP).





**Margaret  
Lomonyang**  
**Chairperson,  
Board of Directors**

# Board Chairperson

This strategic plan provides a layout of the activities to be executed by KAWUO in the next five years. This strategy will offer opportunities for people in Karamoja region through participation in peace building and conflict transformation, governance and Leadership, access to justice, women economic empowerment and HIV/AIDs prevention as well as institutional development to transform the development landscape and livelihoods of people of Karamoja given that it focuses on uplifting the status of the women who have been at the centre of development in Karamoja sub region.

We are conscious of the changing demographics in KAWUO areas and are committed to growing and adapting our organisation to meet the emerging needs from our target beneficiaries. The strategy will create opportunities for directing KAWUO implementation to comprehensively address the needs of our targeted beneficiaries under the priority focus areas.

To achieve this, we shall work in partnership with the government of Uganda particularly through the Ministry of Gender, the UN agencies, donor organizations, private sector and other partners with a similar mission. This will buttress KAWUO's position as the leading women organisation in Karamoja region advancing the rights of women and girls.



**Thomas Odelok**  
**Executive Director**

# Executive Director

An organisation without clear strategy cannot successfully address the needs of its key constituents and measure its success. This strategic plan was developed to enable KAWUO systematically respond to the needs of its constituents and also so that it may be able to measure the extent to which it is impacting its constituents. It consolidates on the achievements KAWUO has made since its founding in 2007.

It is important to note that 15 years after its founding, the organization has grown and expanded institutionally and operationally. In the development of this strategy, some of the most crucial considerations made were based on the key lessons learnt, particularly over the past five years 2018-2022, and the challenges that continue to persist and remain a hindrance in advancing women and girls rights.

The development of this strategic plan was carried out in a strategic, innovative, and cost-effective way. The process brought aboard key stakeholders from government, development partners, civil society, political and community leaders, the network membership, and staff among others from the nine districts of Karamoja to broaden ownership. The result of the process presents KAWUO with a strategic plan that is robust and all-encompassing with a focus on the enhancing strength of the network hence its focus on the building and strengthening partnerships.

While acknowledging the fact that the larger effort of effective and efficient delivery of the strategy will depend on the institutional and organizational readiness, we take note of number of external factors that are well articulated in this document which may have a bearing on delivery. These factors include political will and support to women rights and gender equality work notwithstanding the patriarchal nature of the society, and the availability of meaningful resources/funding for women rights and gender equality work by our development partners/stakeholders.

Given that the development of the strategy was on the backdrop of redirecting efforts for the Partnership building and strengthening, KAWUO has laid mitigations strategies for the key obstacles envisioned to enable the delivery of the strategy.



Karamoja Women Umbrella Organization (KAWUO) is a women's network that was formed in 2007 in the Karamoja region by grassroots women to build and promote the local women's participation in democratic governance and leadership, women access to justice, women economic empowerment, and HIV/AIDS prevention response through lobby and advocacy, capacity building, networking and partnership. KAWUO is incorporated as a Company Limited by Guarantee under Company Act 2012 and NGO Act 2016, and is registered with National NGO Bureau in the Ministry of Internal Affairs.

With its expanded mandate, KAWUO now envisions a society where women in Karamoja Sub Region are socio-economically empowered and civically engaged and are protecting and promoting women, girls, and children's human rights. It seeks to realise this vision through empowerment, lobbying, advocacy, capacity building, civic engagement, networking and partnership.

This five-year strategic plan, the first of its kind since KAWUO was founded will focus on creating an environment where women in Karamoja are engaged in decision making processes at all levels; participating and policy formulation, implementation, monitoring and evaluation; promoting positive socio-cultural norms; protecting women, girls, and children's rights; and generally providing women leadership in Karamoja.



# Strategic Plan 2023- 2027

## Strategic objective

# 01



Enhanced women's participation in governance and leadership to influence decision making at all levels for gender equality.

## Strategic objective

# 02



Active women's participation in peace building & co-existence to address insecurity & lawlessness in Karamoja Sub Region

## Strategic objective

# 03



Preventing and responding to violence against women and girl for gender equality

## Strategic objective

# 04



Improved women and girls' access to Quality SRHR, HIV/AIDs and WASH & Nutrition services

## Strategic objective

# 05



Improved livelihoods and economic situation of women in Karamoja

## Strategic objective

# 06



Improved institutional capacity and coordination of KAWUO and its members to deliver their mandate



The objectives of this strategic plan were informed by a deeper reflection and analysis of the challenges facing the women, girls and children in Karamoja Sub Region in particular and Uganda in general. KAWUO believes that with a socio-economically empowered and civically engaged women, there will be a significant improvement in peace and security in Karamoja sub region; improvement in access to social services such as health and education; and improved living conditions of women, girls and children in Karamoja.



# 1 INTRODUCTION

Since its founding in 2007, the goals and aspirations of Karamoja Women Umbrella Organisation (KAWUO) have been successfully executed on the basis of annual plans. In 2018, KAWUO developed its first strategic plan (2018 to 2022), however, it wasn't comprehensive enough to address the aspirations of KAWUO. Following its achievements over the years and its determination to systematically address its core objectives, KAWUO chose to develop this strategic plan to guide its path to more success in the period 2023 - 2027.

This Strategic Plan manifests a growing and better organised KAWUO and also shows that KAWUO is an organisation that is determined to live to the expectations for which it was founded. The Strategic Plan therefore offers a unique opportunity for KAWUO to position itself to tackle issues affecting women, youth and children of Karamoja in both the short and medium-terms.

The plan takes into account the rapidly changing socio-economic and political environment in general and the situation of women, girls and children in Karamoja in particular and as such seeks to take into consideration the strengthening of KAWUO's programme focus and KAWUO as an institution to enable it grow in a manner that is consistent with the needs of the community that it serves and that of the country to fulfil its vision of socio-economically empowered and civically engaged women of Karamoja who protect and promote women, girls, and children's human rights.

## 1.1 Our Vision



"Socio-economically empowered and civically engaged women of Karamoja"

## 1.2 Our Mission



To promote the participation of women in the development of Karamoja through socio-economic empowerment, lobbying, advocacy, capacity building, civic engagement, networking and partnership.



## 1.3 Our Core Values



### Integrity

We believe in being self-aware, accountable, responsible, honest and having strong moral principles that unify us as an undivided team. In light of this, we take every task, every conversation and every learning opportunity with honesty and the desire to do what is right.



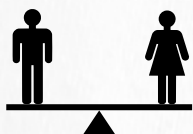
### Respect diversity

We respect and appreciate differences in age, gender, ethnicity, education, physical abilities, race, cultures, lifestyles and religion among individuals. KAWUO recognizes diversity as a source of strength and works to champion inclusive attitudes and encourage the adoption of inclusive approaches that lead to the full and meaningful participation of all.



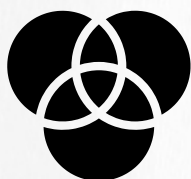
### Equity

We believe that there are certain things that people should have, that their basic needs should be fulfilled, that burdens and rewards should not be spread too divergently across the community, and that policy should be directed with impartiality, fairness and justice towards these ends.



### Equality

We believe in a society that is free, with equal opportunities and with responsible and compassionate citizens.



### Inclusiveness

KAWUO embraces people's differences and offers respect for everybody in terms of words and actions and allowing them to bring their authentic selves to the work. We believe that everyone should feel they belong without having to conform, and that their contribution matters and they are able to perform to their full potential, no matter their background, identity or circumstances.



## **Teamwork**

We believe in the willingness of every member of KAWUO to work together to achieve a common aim



## **Transparency**

We do things in the open



## **Accountability**

We are responsible for our actions.

# **1.4 Rationale of the Strategic Plan**

This is the first comprehensive and costed Strategic Plan that KAWUO has produced since its inception in 2007. The strategic plan therefore sets the overall goals for KAWUO's business for the next five (5) years and provides a plan to achieve these goals. This plan will show where KAWUO is going over the next five years and how it is going there.

# **1.5 Purpose of the Strategic Plan**

This Strategic Plan is intended to articulate strategic priorities of KAWUO and to determine where KAWUO moves to in the next five years; it describes what KAWUO will do to respond to the socio-economic, socio-cultural situation, and governance and leadership of the target community; and to identify the resources required for KAWUO to attain its planned goals and objectives.



## 1.6 Accomplishments in the past 10 years

### **(a) Promoting women's participation and influence in leadership at the district and sub-county level.**

In 2021, KAWUO with financial support from Germany cooperation and EU through GIZ trained 120 women on manifesto development, campaign mobilization, public presentation, and resource mobilization which increased their level of participation in politics. As a result, 84(Rupa-34, Nadunget-22, Katikekile-15 and Tapac-13) women contested for local council positions and they were victorious.

In 2016, KAWUO trained 9 district women councillors for Moroto and 18 LCIII women leaders for Rupa and Nadunget sub-county on campaign mobilization, public presentation, and resource mobilization. As a result, 2 women held strategic leadership positions in Moroto district, one as district speaker and the other as vice-chairperson, women councillors also influenced the passing of Moroto District Education Ordinance to increase girl's enrolment, in primary and secondary education level, to empower girls.

In addition, KAWUO in partnership with national-based women organizations such as Uganda Women Network (UWONET), National Association of Women Organizations in Uganda (NAWOU) and Women in Democracy Network-Uganda Chapter was able to influence national policies on Gender and Women's Rights such as the Domestic Violence Act 2010 and its regulations 2011, Female Genital Mutilation (FGM) law and its regulation 2013

### **(b) Women access to justice**

A total of 2992(2900 f, 92 m) cases reported from 2019 to 2022 for instance 452 Moroto, 385 Amudat,345 napakipirit,447 Kaabong,354 Napak,498 Kotido and 511 Abim as explained in the table below:



Incident type	Abim	Kaabong	Amudat	Kotido	Moroto	Nakapiripirit	Napak	Total
Rape	11	45	15	20	16	04	43	154
Sexual assault	04	16	08	12	02	00	14	56
Forced marriage	02	54	30	23	17	11	06	143
Physical assault	349	194	146	159	190	79	123	1240
Denial of resources and opportunities	127	109	93	212	171	120	86	918
Psychological abuse	18	29	93	72	56	131	82	481
FGM/ C	00	00	00	00	00	00	00	00
<b>TOTAL</b>	<b>511</b>	<b>447</b>	<b>385</b>	<b>498</b>	<b>452</b>	<b>345</b>	<b>354</b>	<b>2992</b>

### **(c) Women Economic Empowerment**

With funding from the European Union (ACP-EU) through the United Nation Development Programme (UNDP), KAWUO trained 120 women small-scale artisanal miners in Amudat (90) and Moroto (30) on enterprise skills, investment and market analysis on the context of development minerals. As a result, the women miners advocated for the increase of prices for their products in the mining sites. In addition, they were able to report cases to GBV actors for justice to prevail.

### **(d) Coordination of Women’s Movement in the Karamoja region**

KAWUO coordinates the women movement’s activities as regional gender forum, women’s week and 16 days of Activism in the region. All these interventions are geared towards promoting women participation in local policy formulation and decision making to empower women through the women’s movement. The female youth counsellor was appointed to chair the general-purpose committee in the community-based department in 2016.





## **(e) KAWUO Institutional strengthening and members**

KAWUO supported to register three (3) member organizations: Rural Action for Development Organization (RADO), Amudat Inter-Religious Development Initiatives (AIDI) and Manedeleo Women Group (MAWOUG) with Uganda Registration Services Bureau (URSB) and National NGO Bureau.

KAWUO trained 30 board members, 6 from each member organization (Rural Action for Development Organization - RADO, Amudat Inter-Religious Development Initiatives -AIDI, Manedeleo Women Group -MAWOUG, Women Environmental Conservation Programme- WECOP and Women Integrated Development Association - WIDEA on board governance, strategic and advocacy planning. As a result, they organized an Annual General Meeting and also developed advocacy strategies to provide strategic directions for their intervention

## **1.7 Process of Developing the Strategic Plan**

Based on one of its core values, namely inclusiveness, and teamwork, the development of this strategic plan ensured input of all stakeholders that include KAWUO staff, Board of Directors, member organisations, members of the district technical and political leadership of the nine target districts in which KAWUO works, and the community that is served by KAWUO. The approach that the process took can be summarised into three, namely: participatory, consultative and interactive.

The process started with identification of a consultant to facilitate the strategic plan development process. During the discussions with the Consultant, we identified KAWUO stakeholders and agreed on when to obtain the information from them and how to get their input into the strategic plan. Involvement of all the stakeholders was deemed necessary for several reasons. For staff and the board, it was necessary to generate consensus, build their capacity in planning, and promote ownership by staff, management and board. In the case of the local government leadership, their involvement was intended to promote ownership and most importantly to enable them commit to account. This is because on many occasions, they had given excuses that they are not usually consulted. Last but not least, the



beneficiaries who are most affected by human rights abuses, insecurity and lawlessness, poor service delivery, and above all poverty that have pervaded Karamoja for a very long time. Seeking their viewpoints was considered imperative to determine the issues that needed to be captured and acted upon in the next five years.

Methods used included a workshop, and documents' review and situation analysis that informed the background and strategic objectives of the strategic plan. A three-day workshop that brought together staff and board members of KAWUO, representatives of the nine (9) district local governments of Karamoja, representatives of KAWUO development partners (granting organisations), and KAWUO member organisations was conducted. A feedback session involving the staff and the board was organised for validation and final input. After which a strategic plan document was produced and submitted to KAWUO secretariat for further action.

## **1.8 KAWUO Governance and Management Structure**

Karamoja Women Umbrella Organisation (KAWUO) (KAWUO) is a Coalition of over 15 Civil Society Organisations (CSO) subscribed members comprising of CBOs and over 600 women's groups drawn from Karamoja who share a common objective of promoting the participation of women in the development of Karamoja. The members form the General Assembly of KAWUO that meets once a year. The General Assembly is the Supreme Organ of the coalition.

KAWUO has a five-member Board of Directors comprising of four (4) females and one (1) male member, who are also the founder members of the organisation. Members of the Board of Directors derive their powers from the General Assembly that constitutionally is mandated to convene once a year. The Board of Directors is the policy making organ of the General Assembly and supervises the secretariat on behalf of the General Assembly. It meets on a quarterly basis.

In the next five years, KAWUO will undertake the following to strengthen organizational accountability by doing the following:



1. Review the constitution with the view to amend it to establish a Board of Trustees (BOT), which will be filled by current founder members, being vision bearers of KAWUO. The BOT will not have a direct oversight over day to day operations of KAWUO but will hold the Board of Directors (BOD) accountable for sustainability of KAWUO. The BOT, with very clear terms of reference will be fully established, however, this will only happen once the BOD is fully constituted.

2. Establish a full BOD by appointing from among its membership new members to join the BOD. In light of this, KAWUO using constitutional processes should cause to be elected members who will sit as members of the BOD. By the end of five years, the BOD of KAWUO will be fully constituted.

3. KAWUO BOD will establish two sub committees. The first committee will deal with Finance and Administration issues of the organization, while the second committee of the BOD will address programme related issues. Clear terms of reference will be developed for the BOD sub-committees which will sit quarterly usually before the main BOD sits.

4. KAWUO will also review its policies with the view to improve on them to match the reality of the organization. Where there are policy related issues but the policies do not exist, KAWUO will develop such policies within the next five years.

KAWUO has a secretariat headed by the Executive Director (ED) who is the Chief Accounting Officer (CFO) of the organisation and reports to the BOD. The secretariat comprises of 25 members comprising of five (5) male and twenty (20) female members of staff.

The organization's day to day operations is guided by a constitution and relevant policy and operational documents such as the 5 years Strategic Plan, 5 year Resource Mobilization Strategy, Human Resource Manual, Financial Manual, HIV Workplace Policy, Child Safeguarding Policy, Sexual Harassment Policy, Code of Conduct Policy, Beneficiary Protection Policy, IT and Fraud & Corruption Prevention Policy.



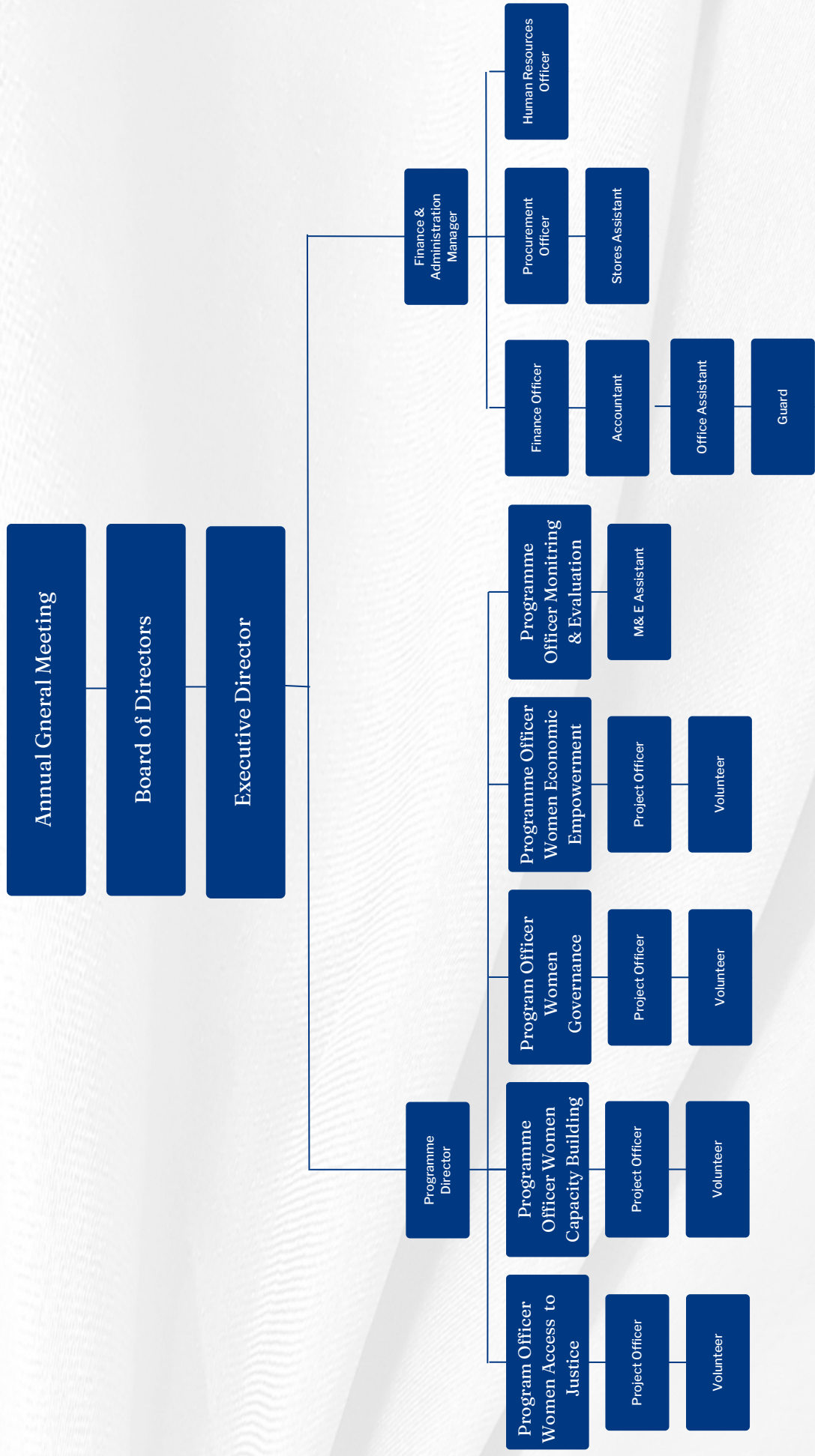
KAWUO reaches the grassroots level through a team of nine (9) Project Officers with each district have one. The project officers work in close collaboration with the personnel at the district including the Chief Administration Officers (CAO), Residents District Commissioners (RDC), District Community Development Officers (DCDO), District Health officers (DHO), District Production Management Officers (DPMO), District Commercial Officers (DCO), District Education Officers (DEO), law enforcement service providers. at the sub county they include-Senior Assistant Secretaries (SAS) aka Sub County Chiefs, Community Development Officers (CDOs), Local Councils, and Parish chiefs.

In the next five years, KAWUO will undertake organisational performance review with the view to restructure the organisation in order to streamline reporting and to bring in more efficiency and effectiveness in delivering on its mandate. As a matter of urgency, KAWUO will recruit a Programme Director (PD) who will work closely with and support the ED to bring in quality assurance in the organisation and to coordinate programme activities to enable ED concentrate on strategic issues.

While the organisation has a fully established Monitoring and Evaluation System (M&ES), there is need to source the expertise to manage the system. Under this strategic plan, KAWUO will review the available skills for Monitoring and Evaluation and either build on it or bring in additional expertise to implement the Monitoring and Evaluation System.



# Karamoja Umbrella Women Organization Organizational Structure





## 2 SITUATIONAL ANALYSIS

### 2.1 The Karimojong Peoples

Karamoja region of northeastern Uganda borders Sudan in the north and Kenya in the east. The region comprises nine districts and nine ethnic groups that form the Karamoja tribe. These include the Matheniko and the Tepeth of Moroto District, the Bokora of Napak District, the Pian of Nakapiripirit and Nabilatuk districts, the Jie of Kotido and Karenga districts, the Pokot of Amudat district, the Labwor (sometimes called the Ethur/Acholi Labwor) of Abim district, the Dodoth, Nyangia (sometimes called the Napore) and Ik (sometimes called the Teuso) of Kaabong district.

With an estimated population of just about 1.1 million people (UBOS, 2010), Karamoja region is the poorest and least developed region of the country (Gelsdorf, K., et al, 2012) and is host to the worst human development indicators in key areas, including primary school enrolment, maternal and infant mortality, life expectancy, and population below poverty. As such Karamoja region has the highest Human Poverty Indices (HPI) of above 53% compared to the national average which is 37.5% (Ondoga, J. J., 2010; Gray, S., et al, 2003)

In this semi-arid and patriarchal society, the majority of the population subsists through agro-pastoral and pastoral livelihoods. The region suffers from cyclic drought which occurs every two to three years. The increase in poverty and vulnerability in recent decades is attributable to cattle rustling and the accompanying insecurity; proliferation of small arms and light weapons through the porous borders with Sudan and Kenya; inadequate if not lack of essential infrastructure; and climatic changes resulting in droughts and famine.

### 2.2 Economic situation

The economy of Uganda has been growing at a steady rate of 6% with some variations. However, of this proportion Karamoja has increased dismally. Since independence Karamoja has remained the most underdeveloped part of the Country. The main economic activity of the Karimojong is pastoralism, minimal crop farming, gathering and recently mining. For many years Karamoja was plagued by conflict which devastated the economy. Following the successful disarmament programme there is observable growth in Karamoja population over the years, there is increase in state interest in Karamoja's land for investment, and the prevailing relative peace have significantly mounted pressure on the land resource.

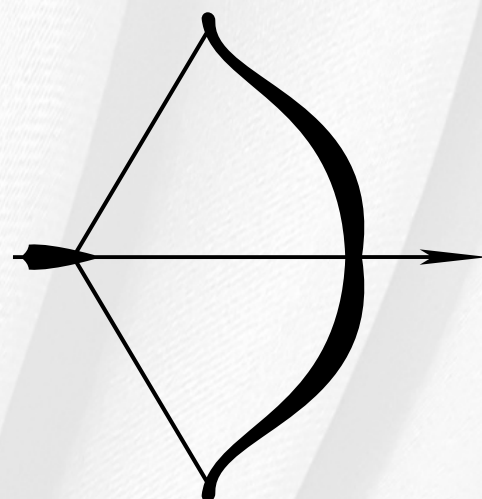


## 2.3 Insecurity and Lawlessness in Karamoja

It should be noted that Karamoja is a pastoral community which from time immemorial has had regular conflicts between a number of ethnic groups. All the ethnic groups in the region are cattle keepers, and regularly carried out organised raids on neighbouring tribes' herds in order to increase their heads of cattle. These took and continues to take place on a daily basis although the frequency has reduced since the major disarmament that led to a high loss of life. Raiding has long been a feature of the Karamoja region, but it took a lethal turn during the downfall of Idi Amin when the barracks were deserted and people were able to secure arms for themselves. These arms were not just for raiding attacks, but also for protection. The situation continued until disarmament took place in 2006.

Despite the trauma of living through decades of inter-ethnic conflict, suffering became worse after the major disarmament because not all the ethnic groups in the sub region were fully disarmed and these carried on attacking their now defenceless neighbours carrying out rape, torture and murder, not only within the region but also in the neighboring sub regions. In fact, even the act of disarmament was traumatic for the people of the area, with the army going about their job in a brutal way.

At the time of developing this Strategic Plan, the Uganda Peoples Defence Forces (UPDF) were involved in suppressing resurgence of insecurity and lawlessness that had once again characterised the sub region with rampant killings, cattle rustling, rape of women and general human rights violations. This follows nearly a decade of peace following a major disarmament that brought positive changes and some tokens of development.





The ongoing clampdown on rustlers in Karamoja by the UPDF has helped to curb road ambushes and large-scale raids. In fact, recent relative improvements in security have resulted in improved road safety especially on the highways connecting Karamoja to other sub regions, some freedom of movement and interaction of people, and influx of traders and job seekers from all over the country to Karamoja, something that happened when peace prevailed following the major disarmament.

However, the ongoing disarmament in Karamoja has been decried for torture at the hands of both the joint security forces and the Karamojong warriors. In the midst of this are the women who claim that security forces often torture them on grounds that they conceal information about armed warriors while the warriors on the other hand torture them on suspicion of collaborating with security agencies and disclosing information about their movements. The women are literally caught between a rock and a hard place making the quest for an imperative and as such the women have a role to play.







## 2.4 Culture and Women in Karamoja



Karamoja is endowed with a rich culture that promotes unity, dependability on each other. Connected by a number of clans and sub clans, Karamoja is proud to have people that have the same origin. Although there are 13 tribes in Karamoja, the majority of people speak and understand Ngakarimojong which is now the commonly used language for communication. Karamoja culture is rich and by far still intact due to limited interaction with the outside world. However, the outsiders have tended to focus on the negative aspects of the culture rather than looking at the positive aspects like the good practices of skill in livestock rearing, rich dances, songs, the food and the like. The Karamojong community is easy to influence once the cultural aspects and domain are well understood and exploited. Karamoja can become the destination for tourism rather than contempt.

However, the Karimojong culture is very male-dominated. Women are unable to own land, resources, or sell household property to cater for other pressing needs. A woman who is taken in marriage in exchange for cows becomes her husband's property and is treated anyway he pleases. This has resulted in a lot of hardship and injustices for many of the women in the sub region. In addition, cultural practices such as female genital mutilation (FGM) which is mainly practiced among the Pokot community of Amudat cause much suffering.

Some of the cultural practices promote human rights violations that need to be addressed with urgency. Courtship rape grossly violates the rights of women, especially the girls. Instances have been reported where young women have died in the process of courtship rape due to injuries incurred when they fall on sharp objects or hit their head land on stones in the process. These wanton violations of women and girls' human rights is unacceptable and should be addressed.



## 2.5 Women and Justice System in Karamoja

State mechanisms for justice are not adequately accessible given the remote nature of the sub region. As a result, the people of the area look to the Local Council (LC) and the Elders' Court for justice. However, the recent commercialisation of justice means that if one does not have money, then their case won't get heard. Another barrier to justice is that the Local Council and Elders'



Court are dominated by men. Women are not allowed to talk during meetings and therefore have no input on policy even on matters that affect them. This can be seen in the way courtship rape, which is still deeply embedded within the culture of the region, is handled. If a woman subject to courtship rape[1] did not want to marry the man, the Elders' Court and Local Council would, in most cases, do nothing to help because they view it as a cultural practice. Sometimes perpetrators of rape are punishable through fines, but this is still a system that benefits the culprits and not the victim.

While Elders' courts refer some cases to the police such as those that involved murder and rape, however, from the point of view of the woman, handing a matter to a policeman is the equivalent of giving up pursuing justice. Very often, the police take so long investigating a case that the culprit is never brought to justice. Often a bribe is necessary from the injured party to push a case forward, or the accused could easily pay off the police.

There are inadequate justice systems available for the people, there is intense suffering and insecurity among women and children. The Local Court and Elders' Council fail to give more serious consideration to the grievances of women because its members are unelected. There is very limited support from the government to hold periodic elections of the LCs & ECs, as a result, the members are often in post for a long period of time.

[1] Courtship rape is a process where a man chooses a wife by overpowering her and having forceful sexual intercourse with her, sometimes assisted by the girls families



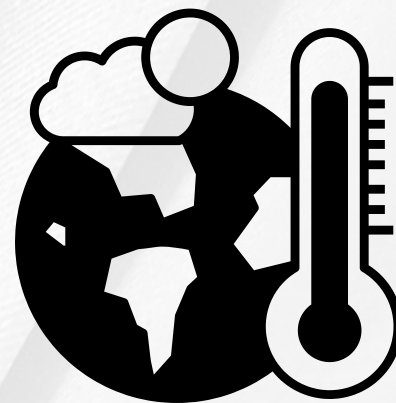
## 2.6 Climatic Challenges

Karamoja is semi-arid land covered mainly by shrubs and seasonal short grass. It is one of the regions in Uganda that has many seasonal rivers that dry up during dry season. The once lush green environment is now bare due to the human negative activity of bush burning, wood cutting and charcoal burning. The environmental deterioration in Karamoja is at an alarming level and needs to be checked. The high poverty levels are exacerbating the problem. A number of people in Karamoja now burn charcoal for sale to traders coming all the way from the big towns of Uganda including Kampala City. There is therefore big devastation of the environment. One of the reasons the Karimojong embraced pastoralism from time immemorial has been to cope with the changing weather conditions. The animals would be moved from the dry lands to places that had water and grass in a particular season then return later when the season changed. The reduction in the cattle

population, the insecurity, the demonization of pastoralism has forced people to get into livelihoods options that do not support the environment such as charcoal burning, brick laying.

The climate also provides its own challenges. The dry season lasts eight months a year, so it is very difficult for the locals to grow food on the land during that time. Therefore, the preferred livelihood of many individuals is to cut down trees in order to burn charcoal to sell. However, this makes the already extreme weather conditions worse and results in life becoming even more difficult.

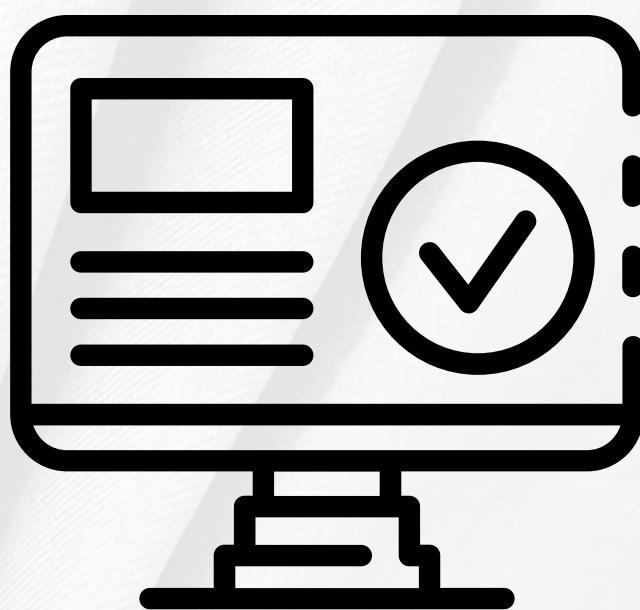
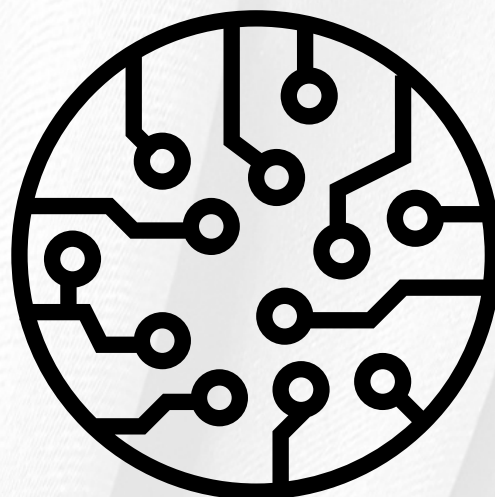
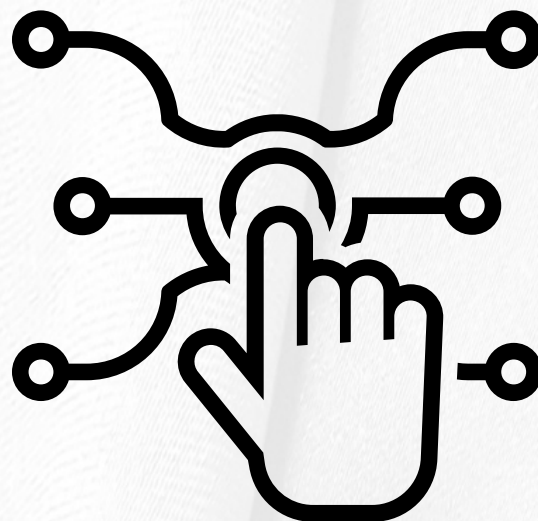
The difficult climatic conditions have implications for women and girls. Being a community where women are predominantly the ones who produce food, build houses, fetch water for domestic use and collect firewood for cooking, the women are predisposed to different forms of abuses as they go about fetching water, collecting firewood and looking for building materials to construct houses.





## 2.7 Technological situation

The global technological advancement has not left Karamoja lagging. Access to and adoption of the use of phones to access social media such as Facebook and WhatsApp by the youth is common. Although the illiteracy rate in Karamoja has staggered at an alarming rate of 80%, this has not stopped Karamoja from adopting to new technology. The technological advancement will expose Karamoja to the rest of the world and hence attract meaningful investment. There will also be creation of opportunities for people outside Karamoja. The advantage technology offers for women in Karamoja is immense, for examples phone scan be used for reporting abuse or violence against women and girls. Technology can also be used for cash transfers for economic empowerment etc.





## 2.8 Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of KAWUO

### **Strengths (Positive tangible and intangible attributes, internal that are within the KAWUO's control)**

- Committed Board of directors that know their mandate with operation AGM. Practice eyes on and hands off. Over commitment that may result in fear for staff to express their views and adopt, but also fulfilling their mandate as top resource mobilisers.
- Well established operational institutional policies i.e., HR, Finance, proc, gender, safety, child protection etc. that guide the work on deliverables. These are followed for smooth operationalization of the activities
- Qualified staff -25 and dedicated to their work. In every district there is an office and a staff that reach the rural target groups. Impacting the community, quick response etc. however there no clear sustainability retention plan
- Well established women and girls' structures in different 9 districts in the region and Membership networks at district level that presents an opportunity for networking and women groups e.g. 617 women groups (VSLA, poultry, piggery, farming) that support in mobilisation of communities on organisational work. In addition, they subscribe to KAWUO annually that support the running of activities

### **Weaknesses (Factors that are within an organization's control that distract from its ability to attain the core goal)**

- Inadequate/Limited funding/sources of funding (direct source) that affects implementation most of the fundings within the Organization are sub grants
- Donor restrictions on funding especially on requirements and areas of interventions which do not support the Organization.
- Limited information on funding organization agencies and limited knowledge on proposal writing among the staff and the board limits the challenges of the Organization to get more projects.
- Irregular BOD meetings due to limited resources to enable the Organization to facilitate meetings and above all implement the actions developed.
- Founder syndrome that affects decision making to fit their own interests, not the interests of the context of intervention implementation. There are some roles that have taken long in the same positions i.e., chair that has taken. There is no access to Board Members -there are no platforms for feedback mechanisms.
- Limited implementation of policies, these are not utilised. There are issues of compliance i.e., HR & finance policies i.e. areas that promote the wellbeing of staff.



### **Opportunities (External attractive factors that represent the reason for an organization to exist and develop)**

- Existence of government programs for women, youth to benefit the community; this means that they strengthen the partnership with the government. They have accessed funding that promotes development. For sub-granting. For exiting programs/projects, these are handed over to the government for sustainability
- Presence of CSOs that create partnership, synergy building that has enhanced funding.
- Existing laws, policies, regulations that give organization the leeway to operate
- Government structures i.e., NGO registration, NGO bureau and also policies like NDP3, Gender policy, DDP, SDGs among others that promote the agenda of women related interventions
- Existence of donors for funding/partnership. Call for proposals is regularly in place due to existence of economic, social and political problems in the region
- Infrastructure development -access, coordination and networking
- Willingness of women to participate in development structures. Belief in the mandate.
- Political space that allows to operate since there manifesto is in line with KAWUO interventions
- Presence of the media that has popularized

### **Threats (External factors, beyond an organization's control, which could place the organization mission or operation at risk)**

- Insecurity that affects implementation of the activities
- Political interference -people with their opinion and wish to influence the activities. Very hard to penetrate into the communities, a lot of expectation
- Shrinking funding base that doesn't fully fund all planned activities and can't reach big target areas. Changing funding context - as a growing organisation which has no contribution, this pulls you out. As time goes on, there are areas taken as not critical i.e., peace building. Also, consortiums are being funded fully.
- Cultural rigidity -different opinions in the community that fail to accept the problem to be solved
- Duplication of projects that brings conflicts for the organization but also promotes innovation in replanning.
- Unfavorable climate changes that delay implementation of activities
- Infrastructure that limits the conducive working conditions i.e., network, roads, office
- Limited funds to enable the implementation of strategic areas and other operations in the Organization
- Increased competition between the local and International NGOs. Struggling for the same



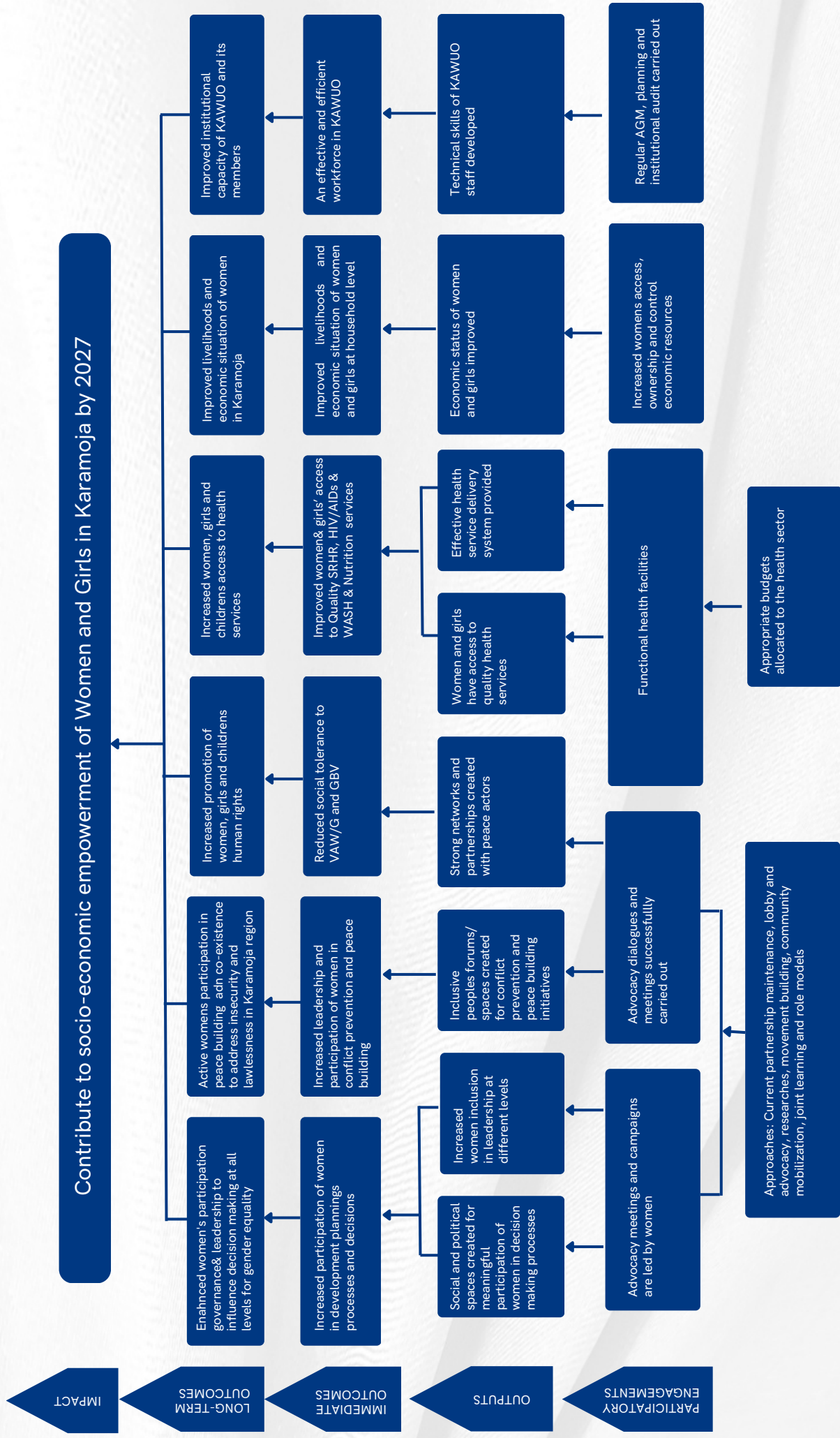
the interventions in the region.

- Information can be accessed and funding opportunities come down to them.
- Social problems in the region i.e., violence against women and girls, forced marriages.
- Cultural institutions for mobilization and contribution towards conflict resolutions, participate in the intervention because they are custodians of culture.
- Registration of the organization
- Existence of donors who support women-led interventions and organizations. Funds can be accessed for implementation
- Existence of minerals that attract outside people that KAWOU can tap on the resources.
- External audits are done and KAWOU qualifies
- Respect and recognition of Government regulatory processes like licensing, registration among other
- Support legal provisions and policies in place especially the national gender policy, the child protection policy, the children's Act, the social protection policy that support the work KAWOU does.
- Presence of CSOs to create partnership and synergy building

resources and same founders.

- Donor stringent restrictions on requirements, there is no flexibility in the implementation of the projects.
- Unfavorable government policies i.e., like NGO act 2016 that affect the Registration of the Organisation and its member Organizations due to a number of requirements needed and costs incurred
- Poor networks - technology that are not understood by everyone, poor networking coverage
- Changes in prices -inflation affect the daily running of the Organization with Limited budgets
- Changing funding context by the donor
- Pandemics like Covid-19 and Ebola
- High illiteracy rates among the community
- Recruitment system/ nepotism

# KAWUO THEORY OF CHANGE



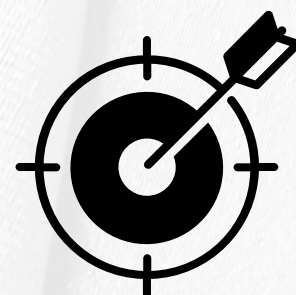




# 3 KAWUO'S STRATEGIC DIRECTION

## 3.1 Goal

Contribute to socio-economic empowerment of Women and Girls in Karamoja by 2027



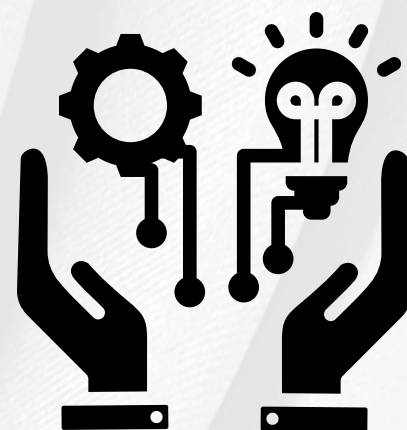
## 3.2 Thematic Areas

KAWUO's strategic plan is designed to address four thematic areas, namely:

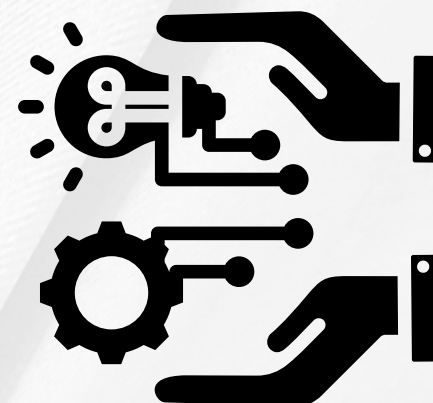
1. Women's participation in governance & leadership at all levels
2. Women and Girl's human rights protection
3. Woman's economic empowerment
4. Institutional development of KAWUO and its member Community Based Organizations and women's groups

## 3.3 KAWUO Strategic Objectives

This strategic plan is informed by the vision, mission and values that KAWUO holds dearly, and the issues that are affecting development within Karamoja. The strategic plan therefore attempts to put in place a framework that outlines the strategic objectives for action that KAWUO will implement in the next five years as a step to fulfil the organization's vision of "Socio-economically empowered and civically engaged women of Karamoja".



In this strategic plan, KAWUO has prioritized six (6) strategic issues that constitute the strategic objectives that it will concentrate its resources on as it strives to pursue the realization of its vision. The key issues areas include women's participation in governance and leadership; peace building; women, girls and children's human rights; access to health services; improved livelihoods; and KAWUO's capacity and its members





# Strategic Objectives

## Strategic objective

# 01



Enhanced women’s participation in governance and leadership to influence decision making at all levels for gender equality.

## Strategic objective

# 02



Active women’s participation in peace building & co-existence to address insecurity & lawlessness in Karamoja Sub Region

## Strategic objective

# 03



Preventing and responding to violence against women and girls for gender equality

## Strategic objective

# 04



Improved women and girls’ access to Quality SRHR, HIV/AIDs and WASH & Nutrition services

## Strategic objective

# 05



Improved livelihoods and economic situation of women in Karamoja

## Strategic objective

# 06



Improved institutional capacity and coordination of KAWUO and its members to deliver their mandate

## 3.4 Strategies for Implementation of KAWUO Strategic Plan.

The strategies for the implementation of the Strategic Plan have been refined and laid in its implementation plan with attendant activities, outputs and performance indicators (see implementation plan table in appendix).

## 3.5 KAWUO Strategic Objectives and Key Result Areas

Over the next five years KAWUO will implement the six (6) Strategic Objectives (SOs) with each having Key Result Areas (KRAs) that require action over the next five-year period. The KRAs provide a forward-looking framework with specific areas of intervention, strategies and actions for KAWUO to implement over the next five years thereby contributing to the realisation of the organisation’s vision. The six (6) strategic objectives are the following:



## **SO, 1: Enhanced women's participation in governance and leadership to influence decision making at all levels for gender equality.**

The key concerns related to women's position in the development process in Karamoja sub region are the limited, if not, lack of active involvement and participation in the development planning processes and the lack of voice in decision making. Currently development planning in KAWUO target districts is characterised by lack of women participation and women's absence in leadership, yet women are the most affected by poor service delivery. For instance, Karamoja has the most poorly



### **Key result areas**

In the next five years, KAWUO intends to empower women in Karamoja in order to enable the following:

#### **KRA 1: Increased participation of women in development planning processes and decision.**

##### **Strategies for realising the Key Result Areas**

KAWUO will achieve this through the following activities

- Build capacity and support women groups to participate in development planning processes
- Mentor and encourage women at different levels to take up leadership positions at group, community, village, parish, sub county and district levels
- Identify capacity gaps in the women group structures (capacity needs assessment) and develop tailor made trainings to equip women with the necessary skills to enable them effectively participate in leadership and governance
- Make follow-up, mentor, and provide technical support to the member organisations
- Undertaking monitoring and evaluation to measure progress made and carry out impact assessment at the end of the implementation.





## KRA 2: Increased women inclusion in leadership at different levels

KAWUO will achieve this through the following activities

- Skills development, coaching and mentorship
- Awareness creation and information sharing.
- Research and policy alternatives
- Partnership with key stakeholders and implementing partners like Medias.
- People's forums/spaces
- Shared learning and impact assessment.
- Media platforms
- Campaigns



## SO, 2: Active women's participation in peace building and co-existence to address insecurity and lawlessness in Karamoja Sub Region

Women in Karamoja have been very resourceful in the previous and ongoing disarmament (gun recovery). According to the Independent Magazine October 4, 2021, the majority of the firearms have been recovered through the support of women. The independent notes that, women have been great partners since the army & police launched the second phase of the disarmament exercise on July 17th, 2021. It has been noted that when men try to hide guns, security usually get information from women & surround the village & get the guns. This puts women at risk. However, despite the risk that the women are exposed to from their men for exposing them to security, women have accepted it because according to the women, it is them the women who suffer. This calls for support to the women's cause for peace in order to bring stability in Karamoja.





## Key result areas

In the next five years, KAWUO intends to empower and facilitate women in Karamoja to actively participate in order to achieve the following:

### KRA 1: Increased participation of women in development planning processes and decision.

#### Strategies for realising the Key Result Areas

KAWUO will achieve this through the following activities;

- Capacity building of peace committees and women peace mediators
- Partnership with key stakeholders on peace.
- Advocacy dialogues
- Review forums
- Peoples' forums/spaces
- Shared learning and impact assessment.
- Media platforms
- Campaigns
- Networking and collaboration.
- Learning visits.





## SO, 3: Preventing and responding to violence against women and girls for gender equality



### Strategy for Preventing and responding to violence against women & girl for gender equality

In regards to the above, KAWUO will continuously focus on working directly with community structures like women groups, male champion, EMAP, SASA Activists, Elders on behavioural change through Community engagements, capacity building, policy influence and coordination to transform negative cultural norms that undermines the rights of women and rights

### Key result areas

In the next five years, KAWUO intends to promote women, girls, and children's human rights in order to reduce social tolerance to violence against women and girls (VAWG) and gender-based violence (GBV), and develop mechanisms for prevention protection, and for responding to and management of VAG/W and GBV

Gender Based Violence & harmful practices disproportionately affect women and girls in general and women and girls in Karamoja in particular. Violence against women and girls is one of the most systematic, widespread human rights violation in Karamoja. Up to 53% of women have experienced physical and sexual violence. One of the factors behind these high prevalence rates is the widespread cultural acceptance of such violence. Wife battering is widely accepted, with 49% of women and 43 % of men believing that it is justified for a man to beat his wife for any one of the five specified reasons. GBV is known to increase vulnerability to HIV infection and ill sexual and reproductive health. Gender inequality and GBV are widespread in Karamoja and are perpetuated by harmful cultural norms, inadequate protection of human rights, alcohol consumption and poverty that compels girls to engage in early and non-protected sex for survival.





## **SO, 4: Improved women and girls' access to Quality SRHR, HIV/ AIDs and WASH & Nutrition services**



Nearly  $\frac{1}{3}$  of children under five are stunted in Uganda. Prevalence of poor health and nutrition are most severe in the Karamoja region, which has the most nutritionally vulnerable population (underweight 27%, wasting 13%). Comparatively, Karamoja is the third most vulnerable region for stunting (32.6%) in Uganda. Household food security surveys conducted in mid-2019 and mid-2020 showed half of all households in the sub-region as food insecure, with even more households

falling into the “severely food insecure” category in 2016. Determinants of malnutrition include suboptimal maternal, infant and young child nutrition (MIYCN), poor timing and spacing of pregnancies with 35% of married women nationally using modern methods of contraception, in contrast to 7.3% women in Karamoja. Endemic disease such as malaria remain a problem, which are further compounded by poverty, suboptimal water, sanitation, and hygiene (WASH) conditions, inequitable gender norms, alcohol abuse and high HIV prevalence. Prevalence of HIV among adolescent girls is at 9.1% compared to 7.3% on average nationally. Sub-optimal nutrition negatively affects the growth and development of children and adolescents, and the health and productivity of adults, compromising the capacity of the population to learn, work, and thrive.





## Teenage pregnancy

Teenage pregnancy rates remain high in Uganda at 25% (UDHS, 2016). The Karamoja region has one of the highest rates at 24% against 30% to 31% in North Central, Bukedi, Teso, and Tooro regions. Factors contributing to teenage pregnancy include: harmful cultural practises such as female genital mutilation/cutting which stands at 95% amongst practising communities (UNICEF,2019), forced, child marriages, high poverty levels with 61 percent of the total population of 1.2 million living in poverty (UNHS, 2016/17), poor access to health care services with only 17 percent of the population are within the 5km kilometre recommended distance (UNFPA, 2018). Karamoja’s population average age is 15 years (Census 2014), with half of the 1.2M being females with a high total fertility rate of 8. This leads to child dependency which hinders access to health and education contributing to the poor health indicators and low literacy levels. Data collected from DHIS II for the period 2020-2021 in 9 districts, the region reported 13,742 pregnancies in young women aged below 15-19 years with Abim (2341), Napak (2256) , Amudat ( 2197) and Kotido (2189) districts recording the highest numbers.



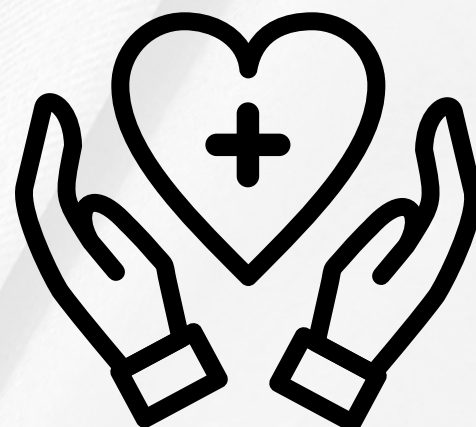
## Strategy for addressing health challenges

In the next five years, KAWUO will focus on community engagement and collaborative activities to prevent HIV/AIDs, promote nutrition, WASH interventions and SRHR services

### Key result areas

**KRA: Strengthen the capacities of structures and promote opportunities for communities to attain better health, nutrition and sexual reproductive health outcomes.**

KAWUO will achieve this through the following;







## **Social Behaviour Community Change (SBCC) Campaign**

Implement a campaign centered on a holistic set of community-level governance, health/nutrition, WASH, and livelihoods interventions and the core set of norms, behaviours and practices for improved food and nutrition security (WASH -sanitation marketing/products, food diversity, HIV awareness).

### **Male Change Agents**

Form and train Male Change Agents that will act as role model men in their community, tasked with changing behaviours within their own household and providing outreach to disrupt harmful gender and nutrition norms at the community level.

### **Mother Care Groups**

Form and train Mother Care Groups to act as powerful change agents in the sub-region, modelling and promoting key nutrition and SRH behaviours among families, peers and neighbours counselling and negotiating to support behaviour adoption.

### **Adolescent Safe Spaces**

Engage adolescents in safe spaces to increase their civic skills, focus on an improved understanding of the political environment and participation in collective action for HIV prevention and improved food and nutrition security.

### **Health Systems Strengthening Activities**

Further strengthen Health Unit Management Committees (HUMC) and increase their sustainability as well as adopt a flexible and proactive approach to nutrition coordination, working with several actors with existing health and nutrition coordination mandates.

### **Community based Facilitator Approach**

Identify and build capacity of peer educators, expert clients and mentors to act as change agents within larger safe space groups, driving behaviour change around safe sex, HIV/AIDs protection and alternative livelihoods.



## **SO, 5: Improved livelihoods and economic situation of women in Karamoja**

The defining events affecting livelihoods in Karamoja over the past ten to fifteen years have been drought, crop failure and protracted conflict in the form of armed cattle rustling. In recent years, external responses to these events in the form of policies, interventions and development activities have also had a considerable impact on livelihoods both positive and negative. These improvements can be partly attributed to the disarmament campaign, an increased military presence, and the utilization of protected kraals for livestock. However, improvement in security alone has still left many families vulnerable and without concrete livelihoods. Lack of skills due to high low literacy levels leading to mass unemployment especially among the youth; climate change that has led to persistent famine that at the time of developing this plan had led to the death of over 900 people across the sub region; cattle rustling that had brought livestock industry to its knees; and above all, overdependence on livestock as the main source of livelihood which renders communities vulnerable when the livestock is stolen

### **Strategy for improving livelihoods and economic situation of women in Karamoja**

In the next five years, KAWUO will focus on increasing women's access, ownership, and control of economic resources; enhancing opportunities and strategies to women to benefit from key economic resources for increased agricultural productivity, and enhancing knowledge on economic rights and opportunities for increased productivity among women

### **Key result areas**

**KRA: Improved economic status women and girls at household level in Karamoja sub region**

#### **Strategies for realizing the Key result areas**

KAWUO will achieve this through the following activities

- Undertaking capacity building of women in livelihoods strategies
- Establishment of vocational skill institute
- Market linkages
- Providing vocational and entrepreneurship skills to women and girls
- Knowledge and skill development
- Research and skills development
- Development of IEC materials



- Exchange visits
- Information generating and sharing
- Coordination and coalition building
- Creating linkages for women and girls
- Women groups and economic empowerment

## **SO, 6: Improved institutional capacity and coordination of KAWUO and its members to deliver their mandate**

For almost a full decade, KAWUO operated informally and was being run on a voluntary basis which implied it lack proper structure. This was maintained until five years ago when it received substantial capacity building support from GIZ- CUSP, which facilitated the norming and setting up systems. However, despite the process that KAWUO underwent, certain aspects remained unchanged. For instance, governance has never been changed. The five founder members still sit as members of the Board of Directors (BOD). No new person has been admitted to the BOD. There is risk of founder syndrome that needs to be addressed. The organisational structure has never changed, with the Executive Director at the helm of management and below which are programme officers and project officers. There is risk of organisational collapse or being in disarray when they current ED decides to quit as there if no clear path of succession in the structure. Besides, the ED has been overwhelmed as management of not properly constituted. At the moment all management issues start and end with the ED. There has also been challenges of reporting which brings in some degree of inefficiency and ineffectiveness. KAWUO in recent time developed a Monitoring and Evaluation (M&E) system, however, the challenge is the expertise to operationalise the M&E system. Also, important to note is that despite the large are covered by the KAWUO programme, transportation has been a challenge. Though it possesses a few motorcycles, KAWUO requires a bigger means of transport to enable it traverse the breadth and the width of the region with ease and convenience.

### **Strategies for addressing the issue**

In the next five years, KAWUO intends to build its capacity so as to adequately respond to the needs arising from its mandate. KAWUO will focus on three core capacity areas. This will include: Building the implementation capacity in terms of technical skills and human resources gaps in the area of programme coordination and quality assurance; monitoring and evaluation; finance management. KAWUO will also build governance capacity starting with a constitutional review and strengthening the board competence. Lastly, KAWUO will build its management and administrative capacity in terms of the equipment including transport, office automation, and Information and Communication Technology (ICT) among others.



### **KRA 1: An effective and efficient workforce at KAWUO**

The following strategies will be used in order to build an effective and efficient human resource that is capable of supporting the implementation of the new KAWUO mandate.

- Undertaking the capacity needs assessment of KAWUO and, identifying both the technical and functional human resource gaps,
- Designing a human resource capacity development plan and building the necessary capacity and recruiting the human resource to fill the functional gaps.
- Undertaking regular appraisals and identifying the gaps that need to be built.

### **KRA 2: An effective governing organ**

The following strategies will be used in order to build an effective and efficient human resource that is capable of supporting the implementation of the new KAWUO mandate.

- Undertaking the capacity needs assessment of the Board of Directors of KAWUO.
- Reviewing KAWUO constitution and identifying the areas for amendment, particularly in the area of the board composition and, any other areas of weakness,
- Building the Board capacity on corporate governance with the objective of bringing more efficiency in board functioning.

### **KRA 3: Effective Policy Implementation**

- Taking stock of KAWUO policies and identifying areas that need policies developed for effective organization and programme management
- Undertaking reviews of the existing policies with the views of making adjustments or strengthening policy gaps for more efficient organization and programme management

### **KRA 4: Build logistical capacity of KAWUO**

- Carry out logistical capacity needs assessment of KAWUO in terms of transport, office automation and secretarial services, and ICT need.
- Undertake capacity building in the areas identified.



## 3.6 KAWUO 2023-2027 Logical Framework

The Logical Framework Matrix will assist in setting up activities with a clear purpose. It will facilitate common understanding and better communication between decision-makers, managers and other KAWUO stakeholders involved in the implementation of this strategic plan. Likewise, the use of Logical Framework, will aid systematic framework for monitoring and evaluation of projects that will be implemented within the framework of this strategic plan. The detailed logical frame matrix is in the appendix.

## 3.7 Reporting

KAWUO shall continually produce quarterly, annual, and end of project narrative and financial reports details of which will be spelt out in respective partnership agreements signed between parties financing and implementing projects within the framework of this strategic plan. These reports shall be used to assess the progress towards attainment of set targets for both the individual project and this strategic plan. A template for quarterly, annual and end of project reporting shall be developed.

More attention will be focused on Dashboard Indicators (DBI) / Key Performance Indicators (KPIs) as pointers for measuring of progress in implementation of the project activities. KPIs shall be measurable with targets in terms of figures, and other variables deemed critical to ascertaining success of the Strategic Plan. For better measurement of the outputs& outcomes, the reports shall:

1. Visualize key performance data effectively with graphical pointers
2. Convey performance results quickly with ease of comprehension;
3. Establish achievements for scaling up constraints and activities that did not deliver results with remedial actions to achieve better results
4. Link individual KPIs to the Strategic Plan goals and objectives so as to determine thresholds of benefits to target populations, effectiveness, outcome, and impact of implemented activities.

## 3.8 Communication mechanism

Proper information flow and feedback is key in the implementation of this is Strategic Plan. This will help to:

- a) Resolve an uncertainty;
- b) Reassure stakeholders that their interests are met; and
- c) Improve public confidence in KAWUO.



For this Strategic Plan, written printed or electronic reports shall be the medium for information flow and feedback. KAWUO shall put in place arrangements for communication with other stakeholders so as to meet information needs and the inter-linkages established. KAWUO shall also help to define, document and control the quality of the reports produced. There shall be review meetings to assess progress, quality of interventions and roles of different actors and reporting relationships. This information flow and feedback is instrumental for detecting deficiencies and providing action points to correct them.

## **3.9 Planning and Budgeting**

KAWUO will develop an appropriate operating picture for the implementation of the Strategic Plan. This will focus on the investment areas that are laid down in this Plan. This will involve: the identification of priority areas for: administrative, operations and investment perspectives; definition of requirements; strategies for the stakeholder collaboration; projects management teams; developing activity timelines; and anticipated challenges in the implementation and risk mitigation plan.

To ensure that this plan translates into concrete outcomes for all stakeholders, KAWUO has established an annual cycle of planning and budgeting. KAWUO Finance Committee will always meet per quarter for this purpose. At every Finance Committee meeting, a narrative progress report will be presented.



## 4 IMPLEMENTATION PLAN

This implementation plan gives details of all the key activities that KAWUO intended to undertake in the period 2023-2027

Key Result Areas/ Interventions	2023				2024				2025				2026				2027			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Strategic Objective One: Enhanced women’s participation in governance and leadership to influence decision making at all levels for gender equality.</b>																				
<b>KRA 1. Meaning participation of women in development planning processes and decision making.</b>																				
<b>KRA 2. Increased women inclusion in leadership at different levels for improved services delivery</b>																				
Capacity building for women on Governance, social accountability and political participation																				
Conduct Community engagements on social accountability and governance																				
Learning exposure visits to focus on sharing experiences and good practices																				
Commemoration of national and international days																				
Research and policy alternatives to inform on the planning and implementation of women issues in Karamoja.																				
Production of women friendly IEC Materials																				



Networking and collaboration in advancing issues affecting women and girls in Karamoja.																				
Media engagement																				
<b>Strategic Objective Two: Active women’s participation in peace building and co-existence to address insecurity and lawlessness in Karamoja Sub Region</b>																				
KRA 1: Increased leadership and participation of women in conflict prevention and peace building KRA 2: Increased participation of women in reduction of violence extremism																				
Capacity building for women and other community structures on Peace building																				
Conduct community engagement																				
Fostering cross boarder engagements																				
Printing of IEC																				
Media Engagement																				
<b>Strategic Objective Three: Preventing and responding to violence against women and girl for gender equality</b>																				
KRA 1: Reduced social tolerance to VAW/G and GBV KRA 2: Enhanced knowledge, skill and attitude among women and girls, Boys and men to end VAG/W and men KRA 3: Improved mechanism for prevention protection, response and management of VAG/W and GBV KRA 4: Increased acceptance of transformative gender norms that improve Women and Girls ability to voice their needs/ Concerns																				
Capacity strengthening for community; SASA! Activist, Male Action Group, Elders and KAWUO Women Groups																				
Conduct community engagement																				





Media engagement																		
Collaboration with Government																		
Establishment of GBV shelter.																		
Update the GBV referral pathway																		
Provision of GBV Psycho social services																		
Community on GBV response services																		
Establishment of community spaces																		

**Strategic Objective Four: Improved women and girls’ access to Quality SRHR, HIV/AIDs and WASH & Nutrition services**

**KRA 1: Strengthen the capacities of structures and promote opportunities for communities to attain better health, nutrition and sexual reproductive health outcomes. KAWUO will achieve this through the following**

Capacity strengthening for structures to promote Nutrition, WASH , sexual reproductive Health																		
Conduct community engagements on promotion of Nutrition, WASH , sexual reproductive Health																		
Community engagement on HIV/AIDs Prevention																		
Media engagement to promote Nutrition, WASH , Sexual reproductive Health Right services																		



Creation of youth corner in partnership health facilities																							
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**Strategic Objective Five: Improved livelihood and economic situation of women in Karamoja**

- KRA 1: Improved economic status women and girls at household level
- KRA 2: Increased women’s access, ownership, and control of economic resources
- KRA 3: Enhanced knowledge on economic rights and opportunities for increased productivity among women

Capacity building sessions on business skills, value addition and marketing.																									
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Establishment of vocational skill sectors to equip women and girls informal and informal skills																										
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Capacity strengthening for Women on financial Literacy																											
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Strengthening partnership with private sector partnership																										
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**Strategic Objective Six: Improved institutional capacity and coordination of KAWUO and its members to deliver their mandate**

- KRA 1: An effective and efficient workforce at KAWUO and members

Undertake capacity needs assessment of KAWUO and members to identify both the technical and functional human resource gaps.																											
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Design a human resource capacity development plan and build the necessary capacity and recruit the human resource to fill the functional gaps																											
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Undertake regular appraisals and identify gaps that need to be built																		
<b>KRA 2: An effective KAWUO Board</b>																		
Undertake capacity needs assessment of the board of directors																		
Review the KAWUO constitution and identify areas for amendment particularly in the area of board composition and any other areas of weakness																		
Build board capacity on NGO Board management																		
<b>KRA 3: Build logistical capacity of KAWUO</b>																		
Carry out logistical capacity needs assessment of KAWUO in terms of transport, office automation and secretarial services and ICT needs.																		
Undertake logistic capacity building in the areas identified.																		
<b>KRA 4: Strategic plan implementation monitored and evaluated</b>																		
Undertaking continuous monitoring of strategic plan implementation																		
Carry out midterm review of the strategic plan implementation																		





## 5 MONITORING & EVALUATION STRATEGY

This section focuses on the need for measurements, analysis and reporting on the implementation of the Strategic Plan. It spells out the need for a plan for collection of data, analysis and storage and information flows and communication among KAWUO stakeholders. This will provide a basis for generating milestones for measuring progress of the Strategic Plan.

### 5.1 Objective of Monitoring and Evaluation of the Strategic Plan

For effective evaluation of the Strategic Plan, there is need to develop a Monitoring & Evaluation Framework. This will facilitate the following: Present an aggregate model of all the key components of the Strategic Plan, Present Strategic Plan components in a systematic, concise and coherent way, thus clarifying and exposing the logic of how the Plan is expected to work, Ensure that the sequence of events is plausible and is monitored, and that wider ranging objectives are not overlooked, Clarify the relationships which underlie judgments about likely efficiency and effectiveness of the Strategic Plan, Identify the main factors related to the success of the Strategic Plan, Provide the basis for the evaluation by identifying indicators of success, and means of quantification or assessment, Encourage engagement with all data providers from the outset and during monitoring, Facilitate identification of the best practices and a means of adopting and scaling them up.

The monitoring framework includes: the baseline position of the Strategic Plan, choice of metric for each, means of measuring the metric, interval for measurement, and means of benchmarking for each, and methods of adopting and scaling up the best practices.

### 5.2 Scope of the Monitoring and Evaluation

The M&E will cover a number of areas in the implementation of the Strategic Plan including:

**Relevance:** The extent to which KAWUO projects and activities suit the set goals and priorities.

**Effectiveness:** A measure of the extent to which KAWUO will have attained its objectives.

**Efficiency:** A measure of outcomes - qualitative and quantitative - in relation to the inputs

**Impact:** The positive and negative changes produced directly or indirectly, intended or unintended.

**Sustainability:** Of the Strategic initiatives and benefits in case some donors stop funding some programs



## 5.3 Targets and Performance Metrics

In addition to identifying key indicators of success for KAWUO, there should be defined developed performance-based metrics to enable regular reporting of progress against operational targets. The monitoring framework proposed in this document therefore, contains targets for a set of indicators that are expected to be achieved by 2027.

The targets and performance metrics should cover all the outcomes at different levels and also linkages between them. The main recipients and users of the performance metrics are the management and staff at KAWUO Secretariat and the Board of KAWUO, KAWUO members and Donors will receive progress reports which are outputs of the monitoring and evaluation system. Stakeholder needs and interests will determine the scope of monitoring and evaluation to avoid information overload, but also ensure that sufficient high-quality information of strategic and managerial interest is available. The performance metrics system will at least cover three levels, i.e., how well KAWUO Secretariat performs its roles; the level of quality of implementation; and a few core success indicators: Monitoring the performance of key roles and direct contributions to implementation of the five objectives. Measures for internal efficiency for KAWUO Secretariat can also be included here.

**Target districts implementation** capturing activities and outputs at regional level within the nine objectives.

**Core success indicators with targets** (for all the five strategic objectives) reflecting what KAWUO wants to achieve and be assessed against at all levels. Since special efforts are required to collect information about most of such indicators, the number should be limited and mirror the overall performance of KAWUO on a quarterly basis.

## 5.4 Resources for Monitoring and Evaluation

To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs.

### a) Financial resources:

Financial resources for monitoring and evaluation should be estimated realistically at the time of planning for monitoring and evaluation. While it is critical to plan for monitoring and evaluation



together, resources for each function should be separate. In practice, each project should have two separate budget lines for its monitoring and evaluation agreed in advance with partners. This will help KAWUO and its partners in more realistic budgeting. It will also reduce the risk of running out of resources for evaluation, which often takes place towards the end of implementation. Monitoring and evaluation costs associated with projects can be identified relatively easily and be charged directly to the respective project budgets with prior agreement among partners through inclusion in the project budget or Annual Work Plan.

**b) Human resources:**

Human resources are critical for effective monitoring and evaluation, even after securing adequate financial resources. For high-quality monitoring and evaluation, there should be:

**Dedicated staff time** - for effective monitoring and evaluation, staff should be dedicated for the function. KAWUO therefore, needs to have a monitoring and evaluation units with specific Terms of References (ToRs), dedicated skilled staff, work plans and other resources.

**Skilled personnel** - staff entrusted with monitoring should have required technical expertise in the area. Where necessary, skill levels should be augmented to meet the needs and with on-going investments in developing such capacity within KAWUO as necessary.

# 6 APPENDICES



## 6.1 Logical Framework for KAWUO 2023-2028 Strategic Plan

GOALS	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><i>Strategic Objective One: Enhanced women’s participation in governance and leadership to influence decision making at all levels for gender equality.</i></p>			
<p><b>Purpose: To build capacity and facilitate women’s participation in decision making processes</b></p>			
<p><b>Outcome 1</b></p> <p>Meaning participation of women in development planning processes and decision.</p>	<ul style="list-style-type: none"> <li>• % Of women attending development planning meetings at village, parish, sub county and district level.</li> <li>• % Of women representatives in social and political committees.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance list</li> <li>• Progress reports</li> <li>• Activity Photos</li> </ul>	<ul style="list-style-type: none"> <li>• Political and social environment are conducive and welcoming for the participation of women in development planning.</li> </ul>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Social and political spaces created for meaningful participation of women in decision making process.</li> <li>• Inclusive policies and laws reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• # Of women meaningfully participating in the decision-making process.</li> <li>• # Of policies and laws reviewed.</li> <li>• # Of women leaders trained at National and Local levels on the</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting attendance list.</li> <li>• Meeting reports.</li> <li>• Photos.</li> <li>• Data base for women leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Good will from the political and cultural leaders and government.</li> <li>• Supporting leaders and policies are in place.</li> </ul>
<p><b>Outcome 12</b></p> <p>Increased women inclusion in leadership at different levels</p>	<ul style="list-style-type: none"> <li>• % of women representatives in social and political committees.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance list</li> <li>• Progress reports</li> <li>• Activity Photos</li> </ul>	<ul style="list-style-type: none"> <li>• Government and district local governments have enacted inclusive laws which warrant for gender responsive participation of both girls, women and men in planning and decision making process.</li> </ul>
<p><b>Outputs</b></p> <p>Women holding key leadership positions at all levels.</p> <p>Government and other institutions have genders sensitive policies.</p> <p>Advocacy meetings and campaigns are led by women</p>	<ul style="list-style-type: none"> <li>• # of women meaningfully participating in decision making processes</li> <li>• # Of women in leadership positions.</li> <li>• # of policies and laws initiated successfully by trained women leaders at National and Local levels</li> <li>• # of media Houses and practitioners reporting on women leaders from a gender perspective on women’s participation and influence in leadership</li> <li>• # of Advocacy campaigns held.</li> <li>• Documentation&amp; research.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance list</li> <li>• Progress reports</li> <li>• Activity Photos</li> <li>• local government report on community committees &amp; leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Local government have positive will to women inclusion in decision making.</li> </ul>





	<ul style="list-style-type: none"> <li>• # of women in leadership positions at different levels across the sub region.</li> <li>• # of women trained and mentored in leadership at different levels</li> </ul>	<ul style="list-style-type: none"> <li>• DLG data base for leaders.</li> <li>• Report from Electoral commission.</li> <li>• Training report</li> <li>• Attendance list.</li> </ul>	<ul style="list-style-type: none"> <li>• Gender responsive policies are in place to propel women participation.</li> </ul>
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**Strategic Objective Two: Active women's participation in peace building & co-existence to address insecurity & lawlessness in Karamoja Sub Region**

**Purpose: To increase women's participation in peace building activities in Karamoja**

<p><b>Outcome 1</b></p> <p>Increased leadership and participation of women in conflict prevention and peace building</p>	<ul style="list-style-type: none"> <li>• % of women leaders actively participating in conflict prevention and peace building.</li> <li>• % of women in the peace structures</li> </ul>	<ul style="list-style-type: none"> <li>• Peace building reports</li> <li>• Attendance list</li> <li>• Data base for the peace committees</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of women to take up leadership positions.</li> <li>• Retrostrective laws and policies are in place to protect and promote women participation in decision making process.</li> </ul>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>▪ Capacities of women peace mediators and peace committees developed.</li> <li>▪ Inclusive Peoples forums/spaces created for conflict prevention and peace building initiatives</li> <li>▪ Strong networks and partnership created with peace actors.</li> </ul> <p>Inclusive Social platforms for conflict prevention and peace building created.</p>	<ul style="list-style-type: none"> <li>• # of women peace mediators and peace committee members trained.</li> <li>• # of spaces and forums created</li> <li>• # of social platforms for inclusive conflict prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Training report.</li> <li>• Attendance list</li> <li>• Training photos.</li> <li>• Partnership M.O.U.s</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of peace committee and women peace mediators to put the result of the training into practice.</li> <li>• Local governments and partners provide avenues for inclusive participation of women in peace prevention and building spaces and forums.</li> </ul>
<p><b>Outcome 2</b></p> <p>Increased participation of women in reduction of violent extremism</p>	<ul style="list-style-type: none"> <li>• % of women participating in reduction of violent extremisms</li> <li>• % of women taking lead during advocacy dialogues on reduction of violent extremisms</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance list,</li> <li>• Minutes of meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Enabling environment to allow women to discuss issues related violent extremisms.</li> <li>• Good will from community leaders and local governments towards meaningful participation of GYW in decision making process</li> </ul>



<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>▪ Advocacy dialogues and meetings successfully carried out.</li> <li>▪ Review forums on reduction of violent extremisms instituted.</li> <li>▪ I.E.C materials printed and distributed.</li> <li>▪ Impact Assessments successfully carried out.</li> <li>▪ Strong networks and collaborations created. Learning visits done.</li> </ul>	<ul style="list-style-type: none"> <li>• # of Advocacy dialogues held.</li> <li>• # of review forums occasioned.</li> <li>• # of I.E.C materials printed and distributed.</li> <li>• # of impact Assessments done</li> <li>• # of networks and collaborations created.</li> <li>• # of learning visits completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> <li>• Review reports/minutes.</li> <li>• Assessment report.</li> </ul>	<ul style="list-style-type: none"> <li>• Communities willing and positively responding to the campaigns.</li> <li>• Willing and Knowledgeable Government and CSO staff are in support of the Assessment reports.</li> <li>• Strong networks with the capacities to combat violent extremism</li> </ul>
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**Strategic Objective Three: Preventing and responding to violence against women and girls for gender equality**

**Purpose: Promotion of women and girls' rights from other in human treatments and discriminatory gender Norms**

<p><b>Outcome 1</b></p> <p>Reduced social tolerance to VAW/G and GBV</p>	<ul style="list-style-type: none"> <li>• % of community members who do not tolerate VAG/W and GBV</li> </ul>	<ul style="list-style-type: none"> <li>• LC1 reports on cases of VAWG</li> <li>• Incident report on VAG/ W and GBV.</li> <li>• Police report</li> </ul>	<ul style="list-style-type: none"> <li>• Communities are willing to report any incident of VAW/G and GBV.</li> <li>• Community members are knowledgeable on the referral pathway.</li> </ul>
<p><b>Output</b></p> <ul style="list-style-type: none"> <li>• Communities timely report GBV cases and they understand the referral pathway.</li> <li>• Cases of violations against GYW are handled and prosecuted.</li> </ul>	<ul style="list-style-type: none"> <li>• # of GBV cases reported.</li> <li>• # of GBV successfully cases handled and prosecuted</li> </ul>	<ul style="list-style-type: none"> <li>• Incident recorder</li> <li>• Police report</li> <li>• Case closure report.</li> </ul>	<ul style="list-style-type: none"> <li>• GBV services are available and accessible by community members.</li> <li>• Good will by community members to report and respond to cases of VAG/W.</li> </ul>
<p><b>Outcome 2</b></p> <p>Enhanced knowledge, skills and attitude among women and girls, boys and men to end VAG/W and GBV</p>	<ul style="list-style-type: none"> <li>• % of women and girls, boys and men with improved knowledge, skills and attitude to end VAG/W and GBV</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Training attendance list</li> <li>• Incidents reports of cases handled</li> </ul>	<ul style="list-style-type: none"> <li>• There are skilled personnel in place to handle GBV cases.</li> <li>• Community members are aware and Knowledgeable of the available GBV cases</li> </ul>



<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>Women and girls, boys and men with improved knowledge, skills and attitude to end VAG/W and GBV</li> </ul>	<ul style="list-style-type: none"> <li># of women and girls, boys and men with improved knowledge, skills and attitude to end VAG/W and GBV</li> </ul>	<ul style="list-style-type: none"> <li>Attendance list</li> <li>Training reports</li> <li>Incident recorder</li> <li>Data base for survivors/GBV clients</li> </ul>	<ul style="list-style-type: none"> <li>There are existing laws and policies to protect and promote human rights.</li> <li>There are strong mechanisms in place to oversee the implementation of this laws and policies</li> <li>There are trained and qualified case managers to handle VAG/W and GBV cases.</li> <li>The DLG and the other GBV actors are willing to support ZERO tolerance to VAG/W.</li> </ul>
<p><b>Outcome 3</b></p> <p>Strengthened mechanisms for the prevention, protection, response and management of VAG/W</p>	<ul style="list-style-type: none"> <li># of policies and laws in place to prevent, protect, respond and manage cases of VAG/W and GBV.</li> <li>% of community members utilizing the available services for the prevention, protection, response and management of VAG/W</li> </ul>	<ul style="list-style-type: none"> <li>Police report</li> <li>DGL reports</li> <li>Hospital reports</li> <li>Program reports</li> </ul>	<ul style="list-style-type: none"> <li>There are existing laws and policies to protect and promote human rights.</li> <li>There are strong mechanisms in place to oversee the implementation of this laws and policies.</li> </ul>
<p><b>Outputs</b></p> <p>Mechanisms for the prevention, protection, response and management of VAG/W are in place to avert GBV</p>	<ul style="list-style-type: none"> <li># Of GBV services available.</li> <li># Of GBV actors who are willing and are accessible to community members</li> </ul>	<ul style="list-style-type: none"> <li>Program reports</li> <li>M.O.U</li> </ul>	<ul style="list-style-type: none"> <li>GBV services providers are knowledgeable and have accessible services to protect women and girls.</li> <li>Community members are aware of the available GBV services</li> </ul>

**Strategic Objective Four: Improved women and girls' access to Quality SRHR, HIV/AIDs and WASH & Nutrition services**

**Purpose: To promote Women and girls' access to Health and Nutrition services**

<p><b>Outcome 1</b></p> <p>Increased access to health services by women and girls</p>	<ul style="list-style-type: none"> <li>% of women and girls accessing health and nutrition services</li> </ul>	<ul style="list-style-type: none"> <li>INR registers</li> <li>Program reports</li> </ul>	<ul style="list-style-type: none"> <li>Health facilities are available and accessible for women and girls.</li> <li>Girls and women have information about family health days.</li> </ul>
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<p><b>Outputs</b></p> <p>Women and girl have access to quality health services.</p>	<ul style="list-style-type: none"> <li>• # of women and girl who have access to health services</li> </ul>	<ul style="list-style-type: none"> <li>• OPD registers</li> </ul>	<ul style="list-style-type: none"> <li>• Women and girls have information about the available health services.</li> <li>• Government will provide quality and accessible health and nutrition services to women and girls.</li> </ul>
<p><b>Outcome 2</b></p> <p>Improved attitudes and behavior of communities towards health services</p>	<ul style="list-style-type: none"> <li>• % of community members seeking health services.</li> </ul>	<ul style="list-style-type: none"> <li>• OPD register</li> <li>• INR</li> </ul>	<ul style="list-style-type: none"> <li>• VHT will continue mobilizing community members.</li> <li>• Trained Health service providers will provide out reaches.</li> </ul>
<p><b>Outputs</b></p> <p>Communities (Boys and men) continuously seeking health services</p>	<ul style="list-style-type: none"> <li>• # of community members seeking health services.</li> </ul>	<ul style="list-style-type: none"> <li>• Health facility reports</li> <li>• OPD registers</li> <li>• Program report</li> </ul>	<ul style="list-style-type: none"> <li>• Health facilities are available and well equipped to capacity.</li> <li>• VHT will raise awareness on the available services</li> </ul>
<p><b>Outcome 3</b></p> <p>Increased budget allocations to the health sector at National, District and Sub County level.</p>	<ul style="list-style-type: none"> <li>• % of national budget allocated to the health sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Report MoFA</li> <li>• Council minutes of the budget review</li> <li>• Sub-county budget review minutes.</li> </ul>	<ul style="list-style-type: none"> <li>• Good will from the political wing to allocate Hug budgets to the health facilities.</li> <li>• Strong and influential women leaders to influence appropriate budget allocations to the health facilities</li> </ul>
<p><b>Outputs</b></p> <p>Appropriate budgets allocated to the health sector</p>	<ul style="list-style-type: none"> <li>• # of health facilities serviced by the allocated budget.</li> <li>• # Laws and regulations put in place to monitor the effectiveness of the resources visa vie service provision.</li> <li>• # of committee formed to monitor use of these funds</li> </ul>	<ul style="list-style-type: none"> <li>• DHCC report</li> <li>• Program report</li> <li>• Attendance list</li> </ul>	<ul style="list-style-type: none"> <li>• Empowered women leaders will guide the process during resource allocation.</li> <li>• Strong and committed committee members are available to monitor the funds</li> </ul>



**Strategic Objective Five: Improved livelihoods and economic situation of women in Karamoja**

**Purpose: To promote women economic empowerment through livelihoods, increase in literacy rates and access to financial services to reduce the poverty index**

<p><b>Outcome 1</b></p> <p>Improved economic status women and girls at household level</p>	<ul style="list-style-type: none"> <li>• % of women and girls with improved economic status at household level</li> </ul>	<ul style="list-style-type: none"> <li>• Programs report</li> <li>• Training attendance list.</li> </ul>	<ul style="list-style-type: none"> <li>• There are opportunities in place to Improve the economic status of women and girls</li> <li>• Government has put in place strong economic empowerment policies to cater for the inclusion of women and girls.</li> </ul>
<p><b>Outputs</b></p> <p>Economic status of women and girls improved.</p>	<ul style="list-style-type: none"> <li>• # Of women and girls with improved economic status</li> </ul>	<ul style="list-style-type: none"> <li>• Programs report.</li> <li>• Attendance list</li> </ul>	<ul style="list-style-type: none"> <li>• Gender responsive policies are in place to promote women economic empowerment.</li> </ul>
<p><b>Outcome 2</b></p> <p>Increased women’s access, ownership, and control of economic resources</p>	<ul style="list-style-type: none"> <li>• % of women with increased access, ownership and control of Economic resources</li> </ul>	<ul style="list-style-type: none"> <li>• Programs report.</li> <li>• Attendance list</li> </ul>	<ul style="list-style-type: none"> <li>• Gender responsive policies are in place to promote women economic empowerment.</li> </ul>

**Strategic Objective Six: Improved institutional capacity and coordination of KAWUO and its members to deliver their mandate**

**Purpose: Effective and efficient institution meeting requirements of its new institutional mandate.**

<p><b>Outcome 1</b></p> <p>An effective and efficient workforce in KAWUO</p>	<ul style="list-style-type: none"> <li>• Improvement in the performance of KAWUO</li> </ul>	<ul style="list-style-type: none"> <li>• Midterm and end of strategic plan review reports</li> </ul>	<ul style="list-style-type: none"> <li>• Donors will provide the necessary resources to build the necessary capacity</li> </ul>
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<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Capacity needs assessment done.</li> <li>• Technical skills developed.</li> <li>• Staff recruited</li> <li>• Strategies for communication, M&amp;E, fundraising, advocacy, and membership developed.</li> <li>• Human resource development plan and salary structure developed.</li> <li>• Appraisal mechanism put in place.</li> <li>• Institutional audit undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff recruited by KAWUO to fill in the human resource gaps</li> <li>• Number of staff who have had their technical capacity built.</li> <li>• Human resource development plan</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of vacancy advertisements</li> <li>• Interview reports</li> <li>• Staff payroll</li> <li>• Appraisal reports</li> <li>• Capacity building reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding will be available to pay salaries of staff.</li> </ul>
<p><b>Outcome 2</b></p> <p>An effective Board of Directors.</p>	<ul style="list-style-type: none"> <li>• Revised constitution</li> <li>• Number of capacity building activities carried out</li> <li>• Number of board meetings carried out</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of the constitutional review meetings</li> <li>• The revised constitution</li> <li>• Capacity building reports</li> </ul>	<ul style="list-style-type: none"> <li>• Board and General Assembly willing to revise the constitution</li> <li>• Board and general assembly willing to implement the issues in the revised constitution.</li> </ul>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Board membership selection</li> <li>• Board capacity relating to corporate governance</li> <li>• Regular AGM, planning and institutional audit carried out.</li> </ul>	<ul style="list-style-type: none"> <li>• Revised constitution</li> <li>• Number of capacity building activities carried out</li> <li>• Number of board meetings carried out</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of the constitutional review meetings</li> <li>• The revised constitution</li> <li>• Capacity building reports</li> </ul>	<ul style="list-style-type: none"> <li>• Board and General Assembly willing to revise the constitution</li> <li>• Board and general assembly willing to implement the issues in the revised constitution.</li> </ul>
<p><b>Outcome 3</b></p> <p>A logistically well-equipped KAWUO capable of meeting logistical needs of its new mandate.</p>	<ul style="list-style-type: none"> <li>• Number of means transport in KAWUO</li> <li>• Number of office automation equipment in KAWUO.</li> <li>• Number of ICT equipment in KAWUO.</li> </ul>	<ul style="list-style-type: none"> <li>• Invoices, delivery reports and asset inventory of KAWUO</li> <li>• Monitoring and evaluation, and audit reports.</li> <li>• Inventory of KAWUO assets (Asset Register)</li> </ul>	<ul style="list-style-type: none"> <li>• Donors will provide the necessary financial support to procure the required pieces of equipment.</li> <li>• KAWUO will be able to operate and maintain the equipment</li> </ul>



<p><b>Outputs</b></p> <ul style="list-style-type: none"><li>• Office space provided.</li><li>• Transport means including vehicles and motorcycles in place.</li><li>• Office automation systems put in place (computers, scanners, printers, photocopiers and ICT equipment in place.</li></ul>	<ul style="list-style-type: none"><li>• Number of means transport in KAWUO</li><li>• Number of office automation equipment in KAWUO.</li><li>• Number of ICT equipment in KAWUO.</li></ul>	<ul style="list-style-type: none"><li>• Invoices, delivery reports and asset inventory of KAWUO</li><li>• Monitoring and evaluation, and audit reports.</li><li>• Inventory of KAWUO assets (Asset Register)</li></ul>	<ul style="list-style-type: none"><li>• Donors will provide the necessary financial support to procure the required pieces of equipment.</li><li>• KAWUO will be able to operate and maintain the equipment</li></ul>
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## 6.2 Summary of Projected Budget for 2023-2027

	2023	2024	2025	2026	2027
<b>SO1: Enhanced women's participation in governance and leadership to influence decision making at all levels for gender equality.</b>					
KRA 1 Increased participation of women in development planning processes and decision	450,000,000	585,000,000	672,750,000	740,025,000	518,017,500
KRA 2 Increased women inclusion in leadership at different levels	150,000,000	195,000,000	224,250,000	246,675,000	172,672,500
<b>Sub Total:</b>	<b>600,000,000</b>	<b>780,000,000</b>	<b>897,000,000</b>	<b>986,700,000</b>	<b>690,690,000</b>
<b>SO2: Active women's participation in peace building &amp; co-existence to address insecurity &amp; lawlessness in Karamoja Sub Region</b>					
KRA 1 Increased leadership and participation of women in conflict prevention and peace building.	130,000,000	169,000,000	194,350,000	213,785,000	149,649,500
KRA 2 Increased participation of women in reduction of violent extremism	120,000,000	156,000,000	179,400,000	197,340,000	138,138,000
<b>Sub Total:</b>	<b>250,000,000</b>	<b>325,000,000</b>	<b>374,185,000</b>	<b>392,750,000</b>	<b>287,787,500</b>
<b>SO3: Preventing and responding to violence against women and girls for gender equality</b>					
KRA 1 Reduced social tolerance to VAW/G and GBV.	320,000,000	416,000,000	478,400,000	526,240,000	368,368,000





KAR 2 Enhanced knowledge, skills and attitude among women and girls, boys and men to end VAG/W and GBV.	180,000,000	234,000,000	269,100,000	296,010,000	207,207,000
KAR 3 Strengthened mechanisms for the prevention, protection, response and management of VAG/W	100,000,000	130,000,000	149,500,000	164,450,000	115,115,000
<b>Sub Total:</b>	<b>600,000,000</b>	<b>780,000,000</b>	<b>897,000,000</b>	<b>986,700,000</b>	<b>690,690,000</b>

***SO4: Improved women and girls' access to Quality SRHR, HIV/AIDs and WASH & Nutrition service***

KRA 1 Increased access to health services by women and girls	170,000,000	221,000,000	254,150,000	279,565,000	195,695,500
KRA 2 Improved attitudes and behaviour of communities towards health services	230,000,000	299,000,000	343,850,000	378,235,000	265,379,500
KRA 3 Increased budget allocations to the health sector at National, District and Sub County level.	120,000,000	156,000,000	179,400,000	197,340,000	138,138,000
<b>Sub Total:</b>	<b>520,000,000</b>	<b>676,000,000</b>	<b>777,400,000</b>	<b>855,140,000</b>	<b>599,213,000</b>



**SO5: Improved livelihoods and economic situation of women in Karamoja**

KRA 1 Improved economic status women and girls at household level	500,000,000	650,000,000	747,500,000	822,250,000	575,575,000
KRA 2 Increased women's access, ownership, and control of economic resources	100,000,000	130,000,000	149,500,000	164,450,000	115,115,000
<b>Sub Total:</b>	<b>600,000,000</b>	<b>780,000,000</b>	<b>897,000,000</b>	<b>986,700,000</b>	<b>690,690,000</b>

**SO6: Improved institutional capacity and coordination of KAWUO and its members to deliver their mandate**

KRA 1 Capacity strengthening of KAWUO member Organizations	100,000,000	130,000,000	149,500,000	164,450,000	115,115,000
KRA 2 Staff salaries and administration costs	500,000,000	650,000,000	747,500,000	822,250,000	575,575,000
KRA 3 Capital expenditure	400,000,000	520,000,000	598,000,000	657,800,000	460,146,000
<b>Sub Total:</b>	<b>1,000,000,000</b>	<b>1,300,000,000</b>	<b>1,495,000,000</b>	<b>1,509,950,000</b>	<b>1,150,836,000</b>

**GRAND TOTAL:** 3,570,000,000 4,641,000,000 5,337,585,000 5,717,940,000 4,109,906,500



# KAWUO STRATEGIC PLAN



**+256 772 174 660 | +256 775 197 194**



**info@kawuo.org | thomasodelokekawuo.org | thomasodeloke@gmail.com**



**www.kawuo.org**



**KaramojaWomen**



**Karamoja Women Umbrella Organization**



**Plot 41, House No. 228, Circular Road, Senior quarters, Moroto**