



Breaking Through, Building Up and Binding

# Action For Development

Strategic Plan (Abridged Version)

2019-2023

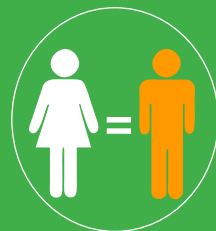
## 1.0 INTRODUCTION

Action for Development (ACFODE) is an indigenous, voluntary, non-governmental women's organization that was established on November 19, 1985. Her formulation was stimulated by the denial of one of the founder members to attend the UN Third World Conference on women in Nairobi, July 1985. The founder member mobilized a few colleagues and formed ACFODE. They were later joined by some women who attended the conference since the issues raised necessitated the need for an organized platform for effective debate and action on issues related to the advancement of women in Uganda.

This Strategic Plan has been developed to provide overall strategic direction for delivering ACFODE's vision and mission between 2018-2023.

It lays emphasis on undertaking evidence based advocacy, establishing a gender related knowledge hub; developing leadership for gender equality particularly focusing on training and mentoring women and youth in leadership; undertaking women's economic empowerment programmes; and confronting social-cultural practices that continue to subordinate women specially focus on mentoring, socialization and parenting practices.

A participatory approach that welcomed the input of the Board, civil society organizations, higher institutions of learning, youth organizations and government bodies in the review of the organization's 2012/13-2016/17 Strategic Plan and develop the new strategy was adopted.



## 2.0 RATIONALE FOR THE NEW STRATEGIC DIRECTION

The current programmes and operations of ACFODE were guided by the Strategic Plan for the period 2013-2017 that focused on addressing gender inequalities and underlying negative social cultural issues through policy advocacy and programme implementation.

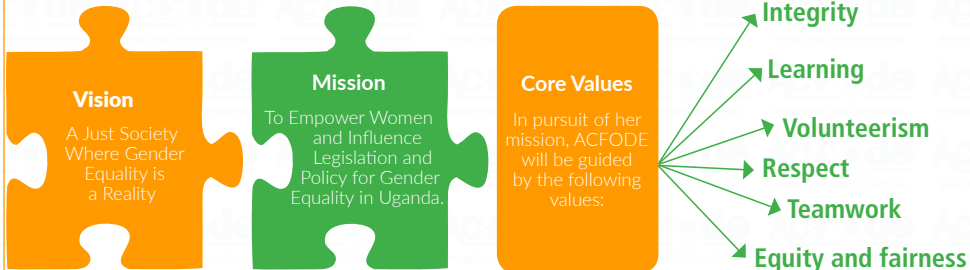
Based on the experiences encountered in the last strategic plan, and the realization that similar and new challenges still characterize the ACFODE'S operating environment at programme and institutional levels, the organization found it necessary to reflect and re-define its new strategic direction for the next 5 years.



## 3.0 THE NEW STRATEGIC DIRECTION

### 3.1 Strategic Positioning

ACFODE' strategic positioning is summarized as an advocate for women's empowerment and gender equality. ACFODE will position herself as a partner of choice on gender equality and women empowerment matters. ACFODE will undertake gender research, provide disaggregated data and use it to influence policy development and implementation. ACFODE will target none traditional gender advocates such as the young generation, cultural and religious leaders, duty bearers and perpetrators so as to get a critical mass of gender advocates. ACFODE will strengthen her capacity by working with key line government ministries, departments and agencies (MDAs) and creating networks with actors in the private and CSO sectors so as to maintain gender high on the national development agenda.



A background image showing a close-up of a smiling man on the left and a woman on the right wearing a colorful floral headwrap. They are positioned in front of vertical wooden poles.

## 3.2 Programme Pillars

### Pillar One: Policy Advocacy & Research

**Strategic Objective:** To influence the formulation and implementation of policies and legislation that promote gender equality.

#### Expected Outcomes

- Percentage increase in government ministries, departments and agencies (MDAs) complying with the gender equity requirements
- Upsurge in number of recommendations adopted per new/reviewed policy and/or law.

### Pillar Two: Leadership Development

**Strategic Objective:** To enhance the capacity of leaders in strategic positions, girls and women as champions of gender equality

#### Expected Outcomes

- % increment in budgets allocated to gender related issues at DLG and National levels
- % increase in active advocates for gender equality

### **Pillar Three: Transformative Social - Cultural Economic**

**Strategic Objective:** To promote positive social-cultural practices that protect the rights of women and girls

#### **Expected Outcomes**

- % reduction in violation of women's rights in operational areas
- % increase in number of youth participating in governance processes

### **Pillar Four: Economic Empowerment**

**Strategic Objective:** To contribute to the implementation of programmes that economically empower women and girls in Uganda

#### **Expected Outcomes**

- Percentage increase of girls with vocational skills
- Percentage increase of women with income generating ventures
- Percentage increase of women in formal/ informal employment
- Percentage increase of women with increased annual savings

### **Pillar Five: Institutional Development**

**Strategic Objective:** To Strengthen ACFODE's human & program systems, and practices for efficient and effective implementation of her mandate

#### **Expected Outcomes**

- Functional and efficient secretariat
- % increase in resource envelope
- % increase in membership
- % change in staff retention rates
- Existence of knowledge management system

## 4.0 Key Strategic Actions

**Vision:** A just society where gender equality is a reality

**Mission:** To empower women, girls and influence legislation and policy for gender equality in Uganda

| Policy Advocacy & Research                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Leadership development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Transformative Social - Cultural Economic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Economic Empowerment                                                                                                                                                                                                                                                                                                                                                                                     | Organisational Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SO1:</b> To influence the formulation and implementation of policies and legislation that promote gender equality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>SO2:</b> To enhance the capacity of leaders in strategic positions, girls and women as champions of gender equality                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>SO3:</b> To promote positive social-cultural practices that protect the rights of women and girls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>SO4:</b> To contribute to implementation programme that economically empower women and girls in Uganda                                                                                                                                                                                                                                                                                                | <b>SO5:</b> To Strengthen ACFODE's systems, and practices for efficient and effective implementation of her mandate                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 1.1 Review the existing policies and laws<br>1.2 Undertake new Joint partnerships & engage with MDAs to foster implementation of gender policies<br>1.3 Advocate for financing of the enactment and implementation of Gender responsive laws and policies<br>1.4 Advocate for gender responsive services in refugee settlements and host communities.<br>1.5 Advocate for the implementation of international, regional and national gender equality related treaties and national policies and laws<br>1.6 Monitor and evaluate the implementation of gender responsive laws and policies<br>1.7 Undertake research and disseminate gender disaggregated data for decision making (create a gender knowledge hub). | 2.1 Undertake training for leaders and students of High Education Institutions with gender analysis and advocacy skills<br>2.2 Undertake training for CSOs leaders on gender responsive laws, governance, and women' rights.<br>2.3 Strengthen the operations of Support primary school management structures (SMC, PTA ) to implement gender awareness creation among school children<br>2.4 Undertake training for elected and aspiring leaders on gender analysis, planning, budgeting and advocacy<br>2.5 Establish and operationalise a gender leadership centre | 3.1 Document key social cultural practices that continuously impede gender equality per district<br>3.2 Map out cultural and religious institutions, mobilize and offer them gender awareness training<br>3.3 Develop & implement a Parenting programme for mothers<br>3.4 Continue to implement GBV prevention and response programmes<br>3.5 Conduct trainings for law enforcers and duty bearers on incorporating gender in their own operations<br>3.6 Support UNATU to lobby for and advocate for review of in-service curriculum to include gender & promotion of positive social cultural practices<br>3.7 GAIN Network and undertake civic education programmes | 4.1 Advocate for policy that requires all secondary schools to offer both vocational and basic education<br>4.2 Undertake community programs for women's economic empowerment (VSLA, Social enterprise)<br>4.3 Advocate for implementation of national labour policies and laws that secure women's jobs and livelihood in private<br>4.4 Undertake programs that secure land rights for women and girls | 5.1 Review and implement ACFODE's communication and visibility strategy<br>5.2 Establish a strong & robust monitoring, evaluation, accountability, and learning( MEAL ) System (including a knowledge management system)<br>5.3 Streamline the functioning of internal and external governance mechanisms (policy, audits, reports)<br>5.4 Review and implement a resource mobilization, acquisition and retention strategy<br>5.5 Review Human resource policy and align to Statutory Obligations and the Strategic Plan<br>5.6 Streamline and implement a vibrant and effective membership |

**Core Values:** Integrity, learning, Innovativeness, Teamwork, Respect, volunteerism, equity and fairness

## 5.0 Critical Success Factors



Research and documentation



Experience and knowledge sharing



Partnerships and linkages



Capacity buildings and trainings



Male Engagement



Stakeholder engagements at local and national level



Lobbying and advocacy



Mobilization and awareness creation

## 6.0 Cross cutting issues

### Gender Equality

ACFODE recognizes that Gender equality is a key issue in the development agenda; governments, development partners and civil society recognize that no progress can be made when half of the population is marginalized.

### Climate Change

Climate change is one of the most rapidly growing world concerns; and has grave consequences for the people's livelihoods especially women. In recent years, Uganda has experienced the effects of climate change, including prolonged drought, floods and landslides in various parts of the country. Climate change and its impact can no longer be ignored, government, development partners, civil society organisations and communities have taken steps to try and mitigate the effects.

### Human Rights Based Approach

ACFODE will strengthen the human rights-based approach in all her interventions, empowering women and the youth particularly to know and claim their rights and increase the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling human rights.

### Safe Guarding

Cognizant of the specific needs, vulnerabilities and risks that exist for women and girls, ACFODE is therefore committed to make efforts to ensure women and girls are safe and protected from discrimination, exploitation and human rights violations across the programmes.



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