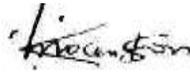


## Foreword

Since 2004, FAPAD has been working at the grassroots in northern Uganda to promote human rights, the rule of law and enhance livelihoods. Our actions have opened up spaces for new learnings about gender, rights, and governance and how these concepts can be turned into game changers in promoting the welfare and dignity of women, children and other vulnerable people. Our focus has been on human actions or inactions that keep children, women and other vulnerable persons at the margins of society. This strategic plan recognizes the importance of personal and collective resources within our environment that need to be harnessed, consolidated to address adversities that continue to shape the everyday of children and women in our world. This strategic plan will therefore guide us in the next five years in achieving greater results as we join hands with the grassroots, their leaders and our partners to contribute to local development agenda – given the changing contexts – and contribute to the 2030 Sustainable Development Goals. With this, we intend to reach backwards, sideways and forwards to tap into local resources, innovate solutions and build a resilient community and society.



Executive Secretary Eunice Apio.

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*Front cover:* A young boy stands on a compound in the village of Aputi, Abeli Parish in Akalo sub County, Kole district, Uganda.

## Contents

1.0. For a Resilient World.....	3
2.0. Organization profile .....	4
3.0. Why FAPAD’s Strategic Plan Matters .....	6
Understanding the Context .....	12
4.0. The Plan for 2019 – 2023 .....	14
Target groups: .....	14
Target areas .....	14
4.1. Strategies.....	14
5.0. Summary: The Results We Want .....	24

## 1.0. For a Resilient World

Facilitation for Peace and Development (FAPAD) started in 2004, with a vision to contribute to sustainable peace where everyone's rights are respected. Our contribution was encased in a mission of working with communities to co-create and strengthen spaces for common understanding and respect of human rights, and enhancing people's wellbeing.

This agenda took us on a learning curve that involved embracing four strategic themes. These were child protection, legal aid, accountable governance and food and income security. For 14 solid years, we learnt together with children, women, and leaders in target communities in Lango sub region. We were emerging from a violent conflict that had lasted more than two decades. Some children had lost their parents, lost homes, and could not afford a meal a day or go to school. Others were on the streets - prey for traffickers and abusers. Some women and girls suffered unimaginable levels of sexual and gender based violence, were married off in their child hood, and had no place, no voice in domestic and public matters that affect them. Moreover these women and children perpetually lived at the margins of society, with no access to basic social services, safe drinking water, no means of redress.

The decentralized system of governance in a community that did not know their civic duties and rights simply made no impact on their wellbeing. Throughout this journey we learnt together with the grassroots – that we need to look inward, for personal and collective resources within our communities to stimulate more meaningful and sustainable changes.

This strategic plan draws on the lessons we have learnt through the years, and the realities of our changing world to shape a new mission and vision. It defines solid results for women and children who find themselves at the margins of society – the grassroots that we will join hands with to locate personal and collective resources, innovate solutions and shape a resilient society.



A once vibrant tributary of the Nile – now just a swamp on the Lira – Pader road.

## 2.0. Organization profile

### 2.1. *Brief History*

In 2004, in the middle of a raging human rights crisis obtaining in northern Uganda, Eunice Apio sat down with her friends Joy Acen and Fred Ebil to form FAPAD. Their expectation was that by mobilizing local voices and investing in local solutions, impunity would be put to check and livelihoods improved. The first manifestation of those efforts was a high impact pilot project on land and property rights of women in Apac district in 2004, which mapped key realities that perpetually kept women in poverty. These included lack of spaces for decision-making within domestic and public spaces, lack of access to justice resources, and high levels of ignorance on rights. These features led to the setting of a legal aid desk at FAPAD that worked hand in hand to promote alternative dispute resolution mechanisms at the grassroots, spearheaded by 1,536 paralegals. Lessons learnt subsequently fed into new ideas and innovations for broader, more comprehensive redress mechanisms across the sub region. Down the years, these innovations evolved to cut across thematic areas of: food and income security, accountable governance, access to justice and child protection, women's rights and climate change adaptation. An enumeration of the innovations and their accomplishments can be found in Appendix 1. These interventions reflect the ever-changing contextual environments, and the need to constantly reflect and innovate more responsive ways that address both stubborn and new challenges. We have also been cognizant of the new technological environment that continues to rapidly transform the development terrain, which any learning organization must tap into for relevance and impact.

FAPAD is a non governmental organization and relies on donations from individuals and organizations. These funds, which vary annually, are primarily used to support the running of the organization, and to fund programs and interventions of FAPAD.

FAPAD is governed by its bye-laws, which dictates its governance structure. The board of directors is composed of the chairperson, treasurer, two members and the Executive Director who also serve as its secretary. The Executive Director is assisted by the program manager and the Finance and Administration Manager, who are responsible for the daily operation of the organization and supervision of line managers of different units such as Finance and Administration, Governance and Advocacy, Legal Aid, Social Protection, and Food and Income Security.

### 2.2. *Vision*

We work for a resilient world.

### 2.3. *Mission*

We work with people and communities to harness personal and collective resources within their environment to address adversities and move forward in support of their wellbeing.

## 2.4. Core values

FAPAD is a grassroots driven organisation. She strives to maximise the resources of its target groups in accordance with her vision and mission statements. While our intention is to serve and see tangible and sustainable changes in northern Uganda, we are aware that FAPAD's actions may have implications beyond the region. Our innovations have a national focus with clear linkages to regional and global concerns. In an effort to be thoughtful, careful and visionary about decision-making with FAPAD we feel it is important to set forth the core values of the organization:

1. Leadership: FAPAD strives to be on the leading edge of shaping an agenda for a resilient world.
2. Cooperation & Collaboration: FAPAD recognizes the benefits that accrue to our beneficiaries, our staff and our partners when we share our resources, expertise, time and energy.
3. Adaptability: FAPAD intends to be a nimble, flexible and dynamic organisation, able and willing to adapt to the evolving needs of target groups in a changing environment and the shifting landscape of technology.
4. Diversity: FAPAD celebrates diversity in its everyday work. Its target beneficiaries include juveniles, women, youth, and people with disabilities. FAPAD recognizes that these target populations may have diverse issues, disparate resilience resources and distinct needs. Decisions undertaken on behalf of these categories are made with the greatest respect and support of these differences.
5. Equity: FAPAD recognises and seeks to tap into different representations of power plays to shape respectable, supportive and enduring relationships between people of different ages, gender, and perspectives.

### *Previous strategic Approaches – 2004-2018:*

Since its start in 2004, FAPAD's strategic direction was oriented towards the vision of 'a peaceful world where everyone's rights are respected'. The mission was to strengthen communities, their systems and structures for protection of rights and enhancement of livelihoods in post conflict contexts. Based on the contextual situation obtaining in Lango sub region, which was the focal beneficiary area of operation, FAPAD's priorities embraced the thematic areas of food security (including climate change issues), legal aid, child protection, women's rights, social downward accountability and land rights. Our key target groups were women, children and other extremely vulnerable persons.

### 3.0. Why FAPAD’s Strategic Plan Matters

At FAPAD we have learnt to celebrate strategic planning as an excellent way for us to keep track of our mission and vision while responding to change. We have learnt so much from surveying FAPAD’s position versus that of the local, national and global contexts we operate in. The entire process, from start to finish enabled us step back and scrutinize, evaluate, consider and question our activities – something which would not be possible in the running of our everyday business. The strategic planning process was therefore given its own respectable space within our strategic work plan which proved invaluable to FAPAD.

Overall, we undertook to develop our new strategic plan with the following objectives in mind:

- To facilitate a reflexive process of planning and action.
- To provide focus and direction to move from plan to action as we strive to achieve our objectives.
  - To provide guidance in FAPAD’s day to day decisions.
- To guide evaluation and decisions about changes in approaches when moving forward. Here, our Strategic plan will serve as the key management tool for our work in the next 5 years. It will help us focus our energy, resources, and time in achieving a common objective.

#### *Methodology*

The development of this strategic plan was a process that spanned a period of two years. In 2017, our partners Trocaire and Freedom House joined us in a reflexive process that took into consideration the rapidly changing political, social, economic and technological terrain. This reflexive process created numerous spaces for voices of children, women, persons with disabilities, and farmers. It brought to the fore issues of power relations that feed into physical, psychological, social and economic abuses and deprivation. Moreover, these categories contribute to more than 80% of the population of Lango sub region relating directly and indirectly with the customary land tenure system that continues to grapple with poor regulatory systems. The reflexive process began with a review meeting by staff and members of the board of directors of FAPAD, which constituted a strategic planning committee, whose focal point person was Tonny Apita, who served as the FAPAD Monitoring and Evaluation Officer. To shape an honest and considered strategic plan, this team worked with an external planning expert to review previous strategic plans, project and annual reports, survey reports and recent statutory reports covering the state of livelihoods, governance and human rights in Uganda. The team then held four consultative meetings with staff, board members, representative of different stakeholders in Lango sub region, the community paralegal volunteers and a sample of previous beneficiaries of our programmes. The result of these processes was presented to FAPAD and its partners leading to its validation and approval as the strategic plan for 2019 – 2023.

### *Problematizing for strategic planning*

The population of Uganda has grown exponentially from 24.4 million in 2002 to 34.6 million in 2014. At least 55% of this population are persons below the age of 18 years. Lango sub region is host to 2,061,694 people - majority identifying with the Lango ethnicity. According to the Uganda National Housing and Population Census in 2014<sup>1</sup>, the demographics of Lango are characterized by the following:

- 51% are female.
  - 7.3% (**16,797**) of girls aged 10 – 17 years are married.
  - 7.7% (**12,416**) of girls aged 12 -17 years have ever given birth.
- 16.4% (**91,765**) of children aged 6 – 17 years are out of school or never enrolled.
  - 0.3% (**1,146**) of children are heading households.
  - 23.1% (**92,347**) of households are female headed.
  - 19.1% (**361,699**) are persons with disabilities.
- Thousands of women (and girls) were sexually abused by armed groups including the Lord’s Resistance Army (LRA), government soldiers and cattle rustlers; many had children as a result of the rape, contracted life changing infections including HIV, suffered damaged reproductive organs and developed complications including fistula, have broken bones and bullet wounds, and stigma – often directed at their children as well – and continue to experience severe forms of trauma and depression.
- The household poverty levels are very high compared to the national index of 19%.
  - 88.6% (**359,180**) of households rely on wood fuel. But unchecked deforestation is gathering pace and these households are continuously struggling to find and sustain their fuel needs. This has been occasioned by unchecked trade in wood charcoal, with districts like Otuke, Apac, Lira and Oyam now serving as major sources to the region and beyond. For example, charcoal export to Kenya now relies on the rapidly depleting indigenous Shea Tree from Otuke. The impact of this deforestation on the local ecosystem is unprecedented.
- 11.4% (**46,967**) households do not have toilet facilities, and are exposed to hazardous waste matter.
- In 2017, **15,544** people suffered domestic violence in Uganda, out of this number, 73.8% are female and 26.2% are male. In Lango sub region, 958 cases were reported and Lira district alone received 492 cases of domestic violence.
  - 93% of the population is exposed to land conflicts.<sup>2</sup>

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<sup>1</sup> For all statistical data listed below please see the National Population and Housing Census Report, 2014. Available from: [www.ubos.org/online/uploads/NPHC/NPHC%202014%20FINAL%20REPORT.pdf](http://www.ubos.org/online/uploads/NPHC/NPHC%202014%20FINAL%20REPORT.pdf). [Accessed on 12<sup>th</sup> October 2018].

<sup>2</sup> See Land disputes and human rights in selected regions of Uganda. Available from: [uhrc.ug/system/files\\_force/ulrc\\_resources/Report%20on%20Land%20Disputes%20and%20Human%20Rights.pdf?download=1](http://uhrc.ug/system/files_force/ulrc_resources/Report%20on%20Land%20Disputes%20and%20Human%20Rights.pdf?download=1). [Accessed on 12 October 2018].

- The state of policing in Uganda is at its lowest ever, and the population is unhappy with it - rating it the most corrupt institution in the country for more than a decade now. Corruption within the Uganda Police stands at 88.9%<sup>3</sup>  
They walk hundreds of kilometers to look for food



Below: A child heads her newly orphaned household as her brother cooks the meagre food they could find in Akalo, Kole district, Uganda. August 2017.



<sup>3</sup> See the Uganda Police Annual Crime Report 2017. Available from: <http://www.upf.go.ug/wp-content/uploads/2018/07/ANNUAL-CRIME-REPORT-2017.pdf>. [Accessed on 12<sup>th</sup> October 2018].



*Poverty levels remain high.*



*Stock Pile of wood fuel along Otuke-Kotido Road*



*Bags of charcoal for sale along Lira-Pader road.*



A once rich arable land in Otuke, gradually wastes away.

- 86.8% (**353,056**) are practicing subsistence agriculture



Just **800,889** people (aged 16-64) are employed and earning to supplement their food and income needs. Importantly, human activities on sensitive ecosystems, notably wetlands have increased, yet communities and their leadership are poorly equipped to adapt to risks associated with utilization of wetland resources.



*A bridge in Kotido district with no single sign of water*



**Rapidly dwindling forest cover in Lango**

## ***Understanding the Context***

### **Political Environment**

In recent years, the political environment for civil society voices and action has become less favorable. Research and advocacy organizations in Uganda that deal with controversial topics are increasingly facing harassment by the government (Human Rights Watch, 2012). Many groups have recently faced forced closure of meetings, threats, harassment, arrest and punitive bureaucratic interference. Human Rights Watch said the Ugandan government is hostile and obstructive to NGOs.

There are also restrictions to some interventions especially in areas of advocacy that needs to be addressed. Another report by Human Rights Watch (2012) denounces harassment, intimidation and obstruction of civil society, particularly those dealing with controversial issues (such as democratization, governance, corruption, human rights and accountability), by government and the impact it is having on civil society activism and dynamism.

### **Economic Environment**

Land is an important resource as well as a means to the realization of other human rights such as the right to food, the right to life and the right to adequate housing among others. The economic and environmental significance of land has been recognized by the National Land Policy in Uganda.

However, in the recent past the economic significance of land has been a source of conflicts and insecurity in various countries, Uganda inclusive. According to Oxfam report 2014 on Women's

Land Rights in northern Uganda, approximately 50% of the population in northern Uganda has experienced land conflict. 72% of conflicts are within household, family or clan. Interventions by NGOs and faith based institutions related to land conflict are minimal. Dynamics of women's land and property rights in northern Uganda do not appear to be inherently different from the rest of the country.

On the other hand, more Ugandans are slipping into poverty with the number of poor people increasing from 6.6 million in 2012/13 to 10 million in 2016/17, according to the Uganda National Household Survey (UNHS) 2016/17 report. The new revelation implies that the country is sliding into poverty, which clearly shows that government's multiple development efforts of eradicating poverty have not yielded much over the last five years. A survey by ACODE (2014) puts youth unemployment rate at between 64% and 70%.

### **Community attitude**

The communities in which NGOs operate are happy and enjoying working with them. This is because of the skills and knowledge gained from previous NGO interventions. The communities continue to appreciate the NGO/CSO roles when participating in decision making processes at different levels.

Today, their decisions and demands are being prioritized through local government budget and planning circles. However, positive attitude towards change among the youth is still very low.

According to ACODE (2014), most youth are shunning the agricultural sector, and yet it is one of the biggest employers in rural areas, preferring to work in service sector jobs like riding motorcycle taxis (bodaboda), or as low-wage laborers in industries. On the other hand, communities do not embrace government projects well due to its poor impact on their lives. For example the Operation Wealth Creation, which is a good initiative, is poorly implemented (distribution of poor/counterfeit seeds to farming communities). As a result, communities still fear to engage duty bearers to cause meaningful change due to corruption and unfaithfulness among some leaders.

### Stakeholders

FAPAD works with different stakeholders for effective implementation of its programs in Lango sub-region. They include; The National NGO Forum, Uganda Child Rights and NGO Network, Legal Aid Service Providers’ Network (LAPSNET), Lango Food Security and Nutrition Cluster, Northern Uganda Land Platform, Donors, Local Governments, cultural institutions, schools and other educational institutions, The Justice, Law and order Sector (JLOS), health institutions, and community members.

### External opportunities and threats

External opportunities	External threats
<ul style="list-style-type: none"> <li>• High demand of services by communities</li> <li>• Willingness of communities to demand for their rights</li> <li>• Funding opportunities by partners</li> <li>• Interest and willingness of communities and other structures to link with FAPAD</li> <li>• The demand for development priorities in areas such as; food security, health, education and land wrangles.</li> </ul>	<ul style="list-style-type: none"> <li>• Narrowing space for CSO operations by government               <ul style="list-style-type: none"> <li>• Climate change</li> </ul> </li> <li>• Change by donor on conditions of funding               <ul style="list-style-type: none"> <li>• The volatility of Ugandan currency (shillings)</li> </ul> </li> </ul>

## 4.0. The Plan for 2019 – 2023

### Purpose

FAPAD aspires to be on the leading edge of shaping a resilient world by working with people and communities to harness personal and collective resources within their environment to address adversity and move forward in support of their wellbeing.

### *Target groups:*

FAPAD is a gender sensitive non Governmental organization that targets all groups of people including children, women, people with different disabilities, youths and farmer groups. All these target groups benefit differently from FAPAD.

### Target areas

FAPAD operates mainly in all the 8 districts in Lango sub region. The 8 districts are; Lira, Dokolo, Kole, Apac, Alebtong, Amolatar, Oyam and Otuke. All the programs/activities described above are undertaken by FAPAD in all the mentioned districts.

### *Objectives*

1. Improve sustainable utilization of natural resources especially land, wetlands and forests.
2. Hold government accountable using different mechanisms within its framework.
3. Promote Income security for unemployed youth
4. Promote Gender justice
5. Strengthen Institutional capacity of FAPAD

### *4.1. Strategies*

***Objective 1: Improve sustainable utilization of natural resources for food and income security***

***Activity 1: Strengthen capacity of Local Governments to institute and strengthen the Integrated Risk Management (IRM) approach to climate change, disaster risk reduction and ecosystem restoration and management through policy provisions.***

This will focus on two areas; (1). Promoting the National Wetland Policy (1995) and Tree Planting Act (2003); (2). Supporting local authorities to formulate by-laws and ordinances, dissemination, cross-learning visits, and ensuring all development initiatives incorporate the IRM approach.

### *Indicators:*

- Number of district local governments adopting IRM practices
- Number of district local governments with climate change sensitive budgets and plans

- Numbers of policies strengthened
- Percentage reduction in encroachment of wetlands
- Percentage reduction in encroachment of forests.

*Means of verification (MOV):*

- Field visits
- Sector minutes
- Work plans and Budgets (local government)
  - Survey reports.

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**Activity 2:** *Promote proper waste management and disposal of industrial waste materials in Lira, Otuke, Amolatar and Kole districts.*

*Indicators:*

- Number of local governments with ordinances and by-laws on waste management
  - Level of improved waste management in communities

*Means of verification (MOV):*

- District reports on Environmental Impact Assessments/Statements (EIA/S)
  - Survey reports
  - Physical checks

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**Activity 3:** *Promote food sovereignty for food insecure households.*

FAPAD will support communities to adopt improved agro-ecological practices to maximize utilization of land for inter-dependent small-scale agro enterprises. Here, we will work with families who own small pieces of land to maximally develop and run inter-dependent agro-enterprises to improve their food and nutrition needs.

*Indicators:*

- Number of households adopting agro-ecology practices
  - Percentage increase in food secure households
- Percentage of households able to meet their nutritional needs.

*Methods of Verification (MOV):*

- Survey reports
- Field visit report

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**Activity 4.** *Promote use of clean energy in households and institutions.* FAPAD will introduce and support adoption of clean energy and energy saving technologies in households and institutions of learning, facilities of detention (prisons).

*Indicators:*

- Number of households using clean energy sources
- Number of institutions using clean energy sources
- Percentage reduction in consumption rate of wood fuel in institutions
- Percentage reduction in the consumption rate of wood fuel at household level.

*Means of verification (MOV):*

- Survey reports.
- Field visits.

.....

**Activity 5:** *Promote access to quality seeds for farmers.*

This will be done by supporting Local Governments to promote development and implementation of legislative and policy provisions on seeds.

*Indicators:*

- Numbers of ordinances passed and disseminated
- Number of bye laws passed and disseminated

*Methods of Verification (MOV):*

- Sample surveys
- Interviews
- Available documentation

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**Activity 6:** *Strengthen the value chain approach to farming.*

Our action will focus on soybean, maize, beans, millet, shear-nut, cassava, and apiary. In order to achieve this FAPAD will apply strategic engagement of private sector to promote market linkages, quality assurance and sustainability. Our activities will promote the concept of ***Farming as a business (FAAB)***. Here, FAPAD will support and render to targeted farmer groups skills training, including on post-harvest handling, value addition and marketing. Under marketing, farmer groups will be amalgamated into marketing associations, provided initial start-up and scale-up inputs such as farm tools, seeds and seedlings, livestock and equipment for irrigation. Amalgamated farmer groups will be supported to graduate into cooperatives.

*Indicators:*

- Numbers of farmer groups linked to the market,
- Number of farmer groups transformed into cooperatives/ marketing associations,
  - Number of households with improved income status.
  - Number of cooperatives formed
- Number of farmer groups supported with startup inputs
- Number of farmer households with increased acreage of production

*Means of verification (MOV):*

- Survey reports
- Field reports
- Uganda Bureau of Statistics (UBOS) statistical abstracts
  - Certificates of registration, group constitution.

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**Activity 7:** *Seed/agro-inputs multiplication to promote quality assurance and boost income for farmers.*

FAPAD will establish and maintain a seed/agro-inputs multiplication site to promote quality assurance, supply and boost income of local farmers.

*Indicators:*

- Number of Seed/agro-inputs plant in place

*Means of verification (MOV):*

- Records
- Site visits.

**Objective 2: Hold government accountable using different mechanisms within its framework**

**Activity 1:** *Support communities to participate in the Local Government (LG) planning processes at parish, sub county and district level. This activity will focus on the processes and quality of planning and accountability in local governments in Lango sub region.*

*Indicators:*

- Significant increase in budget allocation to priority areas.
- Significant improvement in service delivery in priority areas.
  - Number of priority issues integrated in budgets.

*Means of verification (MOV):*

- Approved work plans & budgets for previous and current financial years
  - Position papers presented
    - Attendance lists
    - Survey reports

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**Activity 2:** *Work with the district Public Accounts Committee (PAC) to review the recommendations of the Auditor General's Report annually and address emerging issues.*

*Indicators:*

- Number of issues addressed as per the recommendations of the Parliamentary Local Government Accounts Committee (PLGAC), District Public Accounts Committee (DPAC).
- Auditor General’s Report/Auditor General’s recommendations in subsequent reports.

*Means of Verification (MOV):*

- Committee reports,
- Attendance lists,
- Documented actions taken,
- Certifications of completion.

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**Activity 3:** *Improve accountability in the Uganda Police by tracking, monitoring and documenting human rights practices, torture and bribery cases within the police force.* This will be done through dialogues, strategic engagement meetings, dissemination of reports, and management of human rights cases by the legal aid desk at FAPAD for further/ additional management.

*Indicators:*

- Number of cases documented
- Number of Human Rights (HR) best practices documented
  - Number of human rights cases managed
  - Number of decisions and actions influenced
    - Number of press releases

*Means of Verification (MOV):*

- Reports by Human rights commission
  - Incidence records held by police
    - Cases before courts of Law
- Cases before the police disciplinary body (team, please get the right name for this arm of the police force)
  - Sample surveys.

**Activity 4:** *Promote electoral democracy in Uganda.*

*Indicators:*

- Number of activities on citizens participation
- Number of communities with citizens’ manifestos
  - Number of activities on monitoring elections
- Accreditation from the Independent Electoral Commission.

*Means of Verification (MOV):*

- Reports on activities

- Surveys.

**Objective 3: Income security for unemployed youth**

**Activity 1.** *Skills building and apprenticeship for youth in selected enterprises.*  
 FAPAD will provide skills trainings and start-up inputs to 1000 unemployed youth.

*Indicators:*

- Number of unemployed youth trained
- Number of unemployed youth equipped with start-up inputs
  - Number of youth in gainful employment

*Means of verification (MOV):*

- Training reports
- Sample survey

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**Activity 2.** *Provide start-up kits to trained unemployed youths to set up their own businesses.*

*Indicators:*

- Number of trained beneficiaries with start-up kits; Number of trained beneficiaries with own businesses.

*Means of verification (MOV):*

- Activity reports
  - Surveys

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**Activity 3.** *Promote use of Artificial Intelligence (AI) in business innovations among youth.*

*Indicators:*

- Number of innovations in place
- Number of youth utilizing the innovations.

*Means of verification (MOV):*

- Reports
- Surveys

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**Activity 3.** *Put in place a business fund to finance and nurture new innovations of two youth (1 male, 1 female) annually in Lango.*

*Indicators:*

- Number of youth participating in the competitions/call.
  - Number of new innovations supported.

*Means of verification (MOV):*

- Reports
- Physical visits.

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**Objective 4: Promote Gender Justice**

Our focus will be on fostering spaces that redefine power relationships within and between men, women and children with the aim of addressing, human rights due diligence in businesses, sexual abuse of children, supporting survivors of sexual exploitation at the Syno Hydro Power Dam construction site, and promoting land rights. We will work with local governments, communities, businesses and employees to strengthen systems of due diligence to human rights. Our strategies will include advocacy, skills training, awareness creation, and provision of legal aid - including legal representation in courts of law and alternative dispute resolution.

*Women and Children rights. Our actions will target:*

- a. *Rights of children and women sexually exploited and their children fathered by Chinese employees of the Syno Hydro CCCC at the construction site of Karuma Power Station.* We will also focus on power relations within and between men, women and children, with the major focus on gender violence and Child marriage and human rights diligence at work places. Children born as a result of work place exploitation. We will focus strategically on industries and local businesses employing and interacting with the local people and community in Lira and sino- hydro power construction site.
- b. *Human rights due diligence in businesses.* We will focus specifically on industries and local businesses employing and interacting with local people and communities in Lango. These are: Mount Meru, Mukwano, Tip Top Bakery, Aduku Ginnery, Ngetta Tropical Holdings, Guru Nanak and Beb Wine. We will work with each of these businesses, their employees and local governments to institute and implement good ethical standards when conducting business.
- c. *Child sexual abuse in homes and schools.* FAPAD will help in strengthening enforcement of existing laws and policies on safe guarding children from being married. This will be done through engagement in safe school activities/ programs to promote retention in schools and direct engagement with parents on their obligations to educate girl child.

**Activity 1:** *Promote enforcement of laws & policies that safeguard boys and girls from sexual violence in schools and communities.*

*Indicators:*

- # of activities performed
- % reduction in sexual violence against children

*Means of Verification (MOV):*

- Activity reports
- Survey

**Activity 2:** *Support girls, their families and communities to fight child marriage and early pregnancies/promote reproductive health of girls (girls aged 10 -17 years).*

*Indicators:*

- Percentage reduction in cases of child marriage
- Percentage increase in child retention in school
- Percentage decrease in cases of child pregnancies
- Number of laws and policies against child marriage formulated.

*Means of verification (MOV):*

- Survey reports
- Local government data base at the community department
  - Reports and council resolutions,
- Police reports on cases of child abuse from Child and Family Protection Unit (CFPU).

**Activity 3:** *Strengthen mechanisms for addressing sexual and gender based violence against women.*

*Indicators:*

- # of activities performed
- # of cases of sexual exploitation documented & addressed at the Syno hydro power Dam Construction site at Karuma falls

*Means of Verification (MOV):*

- Activity reports
- Field visits

**Activity 4:** *Promote best practices of human rights due diligence in businesses and corporations.*

*Indicators:*

- # of activities performed
- % reduction of human rights abuse in businesses and corporations

*Means of Verification (MOV):*

- Activity reports
- Surveys (of businesses)

**Activity 5:** *Promote women and PWDs to access, use and own land resources*

*Land rights:* FAPAD will help to promote women and PWDs access and utilization of land through engagement with local authorities (religious, cultural leaders) at sub counties (local council 11) and at district to strengthen existing policies and laws that promote land accessibility to marginalized persons.

*Indicators:*

- # of activities performed
- Increased number of women & PWD having access to land.
- Increased number of women & PWD who are able to utilize their land.
- Percentage increase of women & PWD aware of their rights to land.
- Percentage increase of women & PWD claiming their rights to land.

*Means of Verification (MOV):*

- Survey reports.
- Organization reports.
- Number of cases reported.
- Records from local authorities.
- Cultural institution data base.

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**Activity 6:** *Provide legal aid services to indigent persons for cases on land rights and other human rights violation.*

*Indicators:*

- Number of legal aid services rendered.
- Number of persons benefitting from the legal aid services.
- Number of collaborative events to promote access to justice for indigent persons.

*Means of Verification (MOV):*

- Activity reports

- Records of cases
- Court records

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**Activity 7:** *Provide psycho social support, including mental health remedies to indigent persons.*

*Indicators:*

- Number of services offered
- Decline in number of mental health cases

*Means of Verification (MOV):*

- Activity reports
  - Case files
  - Field visits

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**Objective 5: Strengthen Institutional Capacity of FAPAD**

**Activity 1:** *Promote and sustain skilled human resources*

*Indicators:*

- # of skilled personnel
- Performance levels of personnel

*Means of Verification (MOV):*

- Staff records
- Appraisal

**Activity 2:** *Provide and maintain equipment and assets*

*Indicators:*

- # equipment in place
- Well maintained website
- Level of social media usage
- Performance level of equipment

*Means of Verification (MOV):*

- Purchase/procurement records
  - Assets register
- Records on equipment performance
  - Physical inspection

## 5.0. Summary: The Results We Want

### Strategies – 2019/2023

Strategic Objectives	1. <i>Improve sustainable use of natural resources for food &amp; income security</i>	2. <i>Accountable governance: hold government accountable using different mechanisms within its framework</i>	3. <i>Establish and strengthen income security for female and male youth</i>	4. <i>Strengthen gender justice or children, women and local employees of businesses and corporations</i>
<b>Specific Initiatives</b>	<p>1.1. Strengthen capacity of LG to upscale the IRM approach on Land use through policy formulation and operationalization.</p> <p>1.2. Support LGs in strengthening the management &amp; disposal of hazardous waste materials in selected districts.</p> <p>1.3. Promote agro-ecological approaches to food security rights.</p> <p>1.4. Promote use of clean energy sources in households &amp; institutions in selected districts.</p> <p>1.5. Promote access to quality seeds for farmers.</p> <p>1.6. Strengthen the value chain approach to farming.</p> <p>1.7. Set up a seed multiplication site to promote quality assurance and boost income for local farmers.</p>	<p>2.1. Support communities to participate in the LG planning processes at parish, sub county &amp; district levels.</p> <p>2.2. Support the districts' Accounts Committee (PAC) to review annual recommendations of the Auditor General's Report and address emerging issues.</p> <p>2.3. Mobilise citizens' participation in improving accountable policing with respect to Uganda police/improving respect for human rights in the Uganda police.</p>	<p>3.1. Provide and strengthen entrepreneurial skills for 1000 unemployed youth.</p> <p>3.2. Provide start-up kits to trained unemployed youths to set up their own businesses.</p> <p>3.3. Promote use of Artificial Intelligence (AI) in business innovations among youth.</p> <p>3.4. Put in place a business fund to finance and nurture new innovations of two youth (1 male, 1 female) annually in Lango.</p>	<p>4.1. Promote enforcement of laws &amp; policies that safeguard boys and girls from sexual violence in schools and communities</p> <p>4.2. Support girls, their families and communities to fight child marriage and early pregnancies/promote reproductive health of girls (girls aged 10 -17 years).</p> <p>4.3. Strengthen mechanisms for addressing sexual and gender based violence against women.</p> <p>4.4. Promote best practices of human rights due diligence in businesses &amp; corporations</p> <p>4.5. Promote women and PWD's to access, use and ownership to land resources</p> <p>4.6. Provide legal aid services to cases of human rights violation</p> <p>4.7. Provide psychosocial support, including mental health remedies to indigent persons.</p>
<b>Key Indicators:</b>	<p>1.1.1. # of LGs adopting IRM practices</p> <p>1.1.2. # LG with climate change sensitive budget</p> <p>1.1.3. % reduction in encroachment on wetlands.</p> <p>1.1.4. % reduction on encroachment on forests</p> <p>1.2.1. # LG ordinances &amp; bylaws on waste disposal &amp;</p>	<p>2.1.1. # priority issues integrated in the annual fiscal plans</p> <p>2.1.2. Significant increase in budgetary allocation to community priority areas</p> <p>2.2.1. # issues addressed as per recommendations of the LGAC, DPAC, PAC &amp; PLGAC</p>	<p>3.1.1. # unemployed youth trained</p> <p>3.1.2. # unemployed youth equipped with start-up inputs</p> <p>3.1.3. # youth in gainful employment</p> <p>3.2.1.# trained beneficiaries with start-up kits;</p>	<p>4.1.1 # activities performed</p> <p>4.1.2 % reduction in sexual violence against children</p> <p>4.2.1. % reduction in cases of child marriage</p> <p>4.2.2. % increase in child retention in school</p> <p>4.2.3. % decrease in cases of child pregnancies</p> <p>4.2.4. # laws and policies against child marriage formulated.</p>

	<p>management.</p> <p>1.3.1. #HH adopting agro-ecological approaches to food security.</p> <p>1.4.1. # HH &amp; institutions using clean energy sources</p> <p>1.5.1. # food secure households</p> <p>1.5.2. # farmers on a value chain.</p> <p>1.5.3. # of farmers with improved income levels</p> <p>1.6.1. # seed multiplication sites</p> <p>1.6.2. # farmers relying on seed produced by organization</p>	<p>2.2.2. # issues addressed as per recommendations of the Auditor General's annual report</p> <p>2.3.1. # of accountability actions taken by the police</p>	<p>3.2.2. #trained beneficiaries with own businesses.</p> <p>3.3.3.#innovations in place</p> <p>3.3.3. # youth utilizing the innovations.</p> <p>3.4.1. #youth participating in the competitions/call.</p> <p>3.4.2. #new innovations supported.</p>	<p>4.3.1. # activities performed.</p> <p>4.3.2. # of cases of sexual exploitation documented &amp; addressed at the Syno hydro power Dam Construction site at Karuma falls</p> <p>4.4.1. # activities targeting corporations &amp; businesses</p> <p>4.4.2. % reduction of human rights abuse in businesses and corporations</p> <p>4.5.1. # of activities performed</p> <p>4.5.2. #women &amp; PWD having access to land.</p> <p>4.5.3. #women &amp; PWD who are able to utilize their land.</p> <p>4.5.4. %increase of women &amp; PWD aware of their rights to land.</p> <p>4.5.5. %increase of women &amp; PWD claiming their rights to land.</p> <p>4.6.1. #legal aid services rendered.</p> <p>4.6.2. #persons benefitting from the legal aid services.</p> <p>4.6.3. #collaborative events to promote access to justice for indigent persons.</p> <p>4.7.1. # of services offered</p> <p>4.7.2. Decline in number of mental health cases</p>
<p>Means of verification (MOV)</p>	<ul style="list-style-type: none"> <li>• Field visits</li> <li>• Sector committee minutes</li> <li>• Fiscal budgets</li> <li>• Survey reports</li> <li>• Physical checks</li> <li>• Sample interviews</li> <li>• Documentaries</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal budgets &amp; work plans</li> <li>• Positioned papers presented</li> <li>• Attendance lists for meetings</li> <li>• Survey reports</li> <li>• Committee reports</li> <li>• Documented actions taken</li> <li>• Certification of completion</li> <li>• Reports by human rights commission on police compliance</li> <li>• Incidence records held by police</li> <li>• Cases before courts of law <ul style="list-style-type: none"> <li>• Cases before police disciplinary body</li> <li>• Sample survey</li> <li>• Documentaries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Sample surveys</li> <li>• Training reports</li> <li>• Records of inputs distribution</li> <li>• Documentaries</li> </ul>	<ul style="list-style-type: none"> <li>• Survey reports</li> <li>• LG data base</li> <li>• Council resolutions</li> <li>• Police reports</li> <li>• FAPAD programme reports</li> <li>• Records from local authorities</li> <li>• Records from cultural institutions</li> <li>• Documentaries</li> </ul>

