



National Women's Council – Strategic Plan



2017-2021

Theme: “consolidating gains and harnessing opportunities for women in Uganda”.

Foreword

The National Women's Council (NWC) is mandated to bring together all women in Uganda to actively participate in development processes irrespective of their socio-economic and political backgrounds. The NWC works through the National Executive Committee (NEC) that offers overall strategic direction at National level. At every village, in Uganda, the NWC is represented by five women who oversee matters concerning women at this level. This is one of the well represented structures, right from the village to national level, in Uganda that offers an opportunity for enhancing opportunities for women empowerment, gender equality, and equity as well fighting practices that hold women back such as Female Genital Mutilation, Violence Against women in all the forms it carries.

This strategic plan succeeds the 2012-2016 and builds on the achievements made, lessons learnt and the experiences the council has gone through. The theme for this planning period is ***"consolidating gains and harnessing opportunities for women in Uganda"***. The development of the 2017-21 strategic plan takes into account the context at national level through gender responsive policies, laws and the institutionalization of gender planning across all sectors in Uganda. The second National Development plan (NDP 11), which is the second phase of Uganda's Vision 2040, is also emphatic on gender equality and women empowerment as prerequisites for accelerated social economic transformation. This strategic plan also takes into account the aspirations contained in the Sustainable Development Goals, particularly goal number 5, and their implications to country targets and programming. In these five years the National Women's Council pursues the following strategic goals; SG1: Enhance Women's Socio-Economic Empowerment, SG2: Undertake advocacy for women's rights in leadership, SG3: Strengthen NWC institutional systems and structures , SG4: Strengthen Research, documentation and publication and SG5:Strengthen partnership, collaboration, and networks.

Throughout this planning period the National Women's Council shall reach grassroots women through a community 15 households model that targets the five women representatives of the council at village level, (each mobilizing 15 other households), in effect reaching out to 75 women, in total, per village-save for spill overs. Through this community model the National Women's Council shall reach out to women at grassroots with interventions that are planned under each of the five strategic goals of this Strategic Plan. We are confident that through this model the NWC shall reach out to grassroots women more than ever. The five women representatives at village level will be empowered to actively participate in the monitoring of Government programs at village level, and in the districts, such as UWEP, YLP, OWC USE, and UPE- and will be able to voice out, with evidence of, what works and what does not work for women in Uganda.

This strategic plan also introduces the Balanced Score Card a strategy management approach that enables the council to monitor its operating performance and drivers of its long-term success. Under each strategic Goal the plan has strategic initiatives and performance measures.

I sincerely commend all those who participated in the process of developing this strategic plan. In particular, I want to single out the Secretariat, headed by Mwijuka Collins for the co-ordination made to ensure that the consulting team reaches to both the National Executive Committee Members,

women and men in selected districts. The consulting team led by Mr. Silverius Ssewanyana of Winsor Consult Ltd, is appreciated for guiding the process. I appeal to all our stakeholders and partners to work tirelessly and a more coordinated way throughout the implementation of this plan.

Chairperson

National Executive Committee of the Uganda National Women's Council

Acronyms

ECOWAS	Economic Community of West African States
CEDAW	Convention for the elimination of discrimination against women
EASSI	Eastern African Sub-Regional Support Initiative
FGM	Female Genital Mutilation
LLINS	Long lasting insecticide treated Mosquito nets
MoH	Ministry of Health
NDP	National Development Plan
NEC	National Executive Committee
NWC	National Women's Council
OWC	Operation Wealth Creation
PEAP	Poverty Eradication Action Plan
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SG	Strategic Goal
UPE	Universal Primary Education
USE,	Universal Secondary Education
UWEP,	Uganda Women Entrepreneurship Programme
YLP,	Youth Livelihood programme

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1.0 BACKGROUND

1.1 THE UGANDA NATIONAL WOMENS COUNCIL MANDATE

The National Women Statute, 1993, established the National Women's Council (NWC) as an autonomous body that brings together women of Uganda to participate in development processes, irrespective of their tribe, religion, origin, status or political affiliation. The NWC has a National Executive Committee (NEC) that provides general guidance and strategic direction to the operations of the council. A Secretariat headed by an Executive Secretary coordinates the activities of the Council together with staff in their respective departments and district councils. The National Women's Council is mandated to mobilize, catalyze, and facilitate women to engage in development processes in Uganda.

The National Women's Council advocates for favorable laws that ensure protection and advancement of women across higher and lower local governments including administrative units up to household levels. The National Women's Council further supports District Women's Councils to engage in poverty eradication efforts through sensitization, micro-credit schemes and taking up a range of income-generating activities.

In this strategic plan, the Council is also engaging women at grassroots level to actively participate in monitoring of Government Programs. Throughout the planning period, Women shall Independently monitor government programs particularly, UWEP, YLP, OWC USE, and UPE, to ensure that the expected impact is evident (in the eyes of the local grassroots woman) and the benefits reach the intended target population.

The council works to keep the executive arm of government accountable on various programs and projects by focusing on women's welfare, protection and development especially those in the most vulnerable situation.

This strategic plan succeeds the 2012-2016 and builds on the gains, lessons and experiences thereof, to envision strategies that enhance women participation development processes in Uganda. The theme for this planning period is ***"consolidating gains and harnessing opportunities for women in Uganda"***. This plan seeks to put women at the forefront of the national development agenda. Throughout the planning period the NWC commits itself to empower women at all levels to realize their rights and development potentials.

For the past 5 years, the NWC has engaged women in the following activities;

- Undertaken a series of training activities that focused on leadership and economic empowerment.
- Supported women with micro-credit grants that have enabled them to uplift their household incomes.
- Supported and advocated for laws and policies that favour women emancipation

- Engaged in country wide mobilisation for recognition of the international women's day.
- Disseminated information about women's journey to empowerment

The table below presents an overview of what went well in the previous strategic plan.

Table 1: Appreciating efforts invested in implementing the previous strategic plan

Strategic Direction pursued	Overview of what went well in the previous strategic plan
Economic empowerment	<ul style="list-style-type: none"> • Women were trained and equipped with entrepreneurial skills • Women were able to access low/no cost credit • Women were provided with income generating Grants
Advocacy and capacity Building	<ul style="list-style-type: none"> • Conducted leadership trainings for women • More women are now taking up leadership positions that were basically for men
institutional frameworks and systems,	<ul style="list-style-type: none"> • Well organised women council elections in a multiparty system. • Well-coordinated staff and finances at the secretariat
Partnerships and collaborations	<ul style="list-style-type: none"> • NWC built and fostered both local and international relations; the local government, new vision, UNICEF, MoH, Rwanda, • Undertaken exchange visits to the Korean Democratic Women's Union, All China Women Federation, the Mandela Children's Fund of South Africa
Operational Research	<ul style="list-style-type: none"> • Consistently developed and disseminate regular women's newsletter.
Highlights of what did not go well during the implementation of the previous strategic plan	
	<ul style="list-style-type: none"> • The secretariat lacked a data base on women issues • There was uncoordinated information flow from grassroots to national. • Women at the grassroots were not adequately reached. It is for this reason that a new model (approach and modus operandi) for reaching grassroots women has been adopted in this strategic plan. • Not all women were reached with the trainings undertaken. Also due to limited funding not all women accessed the IGA grant. • The demand for UWEP funds was much higher than the available funds. • Irregular elections for women councils, the women councils over stayed in power. • The Council website was not well maintained

1.2 OBJECTIVES AND FUNCTIONS OF THE NATIONAL WOMENS COUNCIL

1.2.1 Objectives of the National Women

The national women council is a statutory body established by Act of Parliament (National Women Council's statute 1993) and pursues the following objectives;

- a) To organize the women of Uganda in a unified body.
- b) To engage women in activities that are of benefit to them and the nation.

1.2.2 Functions of the Council

1. To inspire and promote among women the spirit of unity and national consciousness.
2. To provide a unified and integrated system through which women may communicate and coordinate their ideas and activities.
3. Establish channels through which economic and social services and amenities may reach the women in all areas of Uganda.
4. To encourage women to consolidate their role in national development in the political, economic, social, cultural and educational fields.
5. To promote relations with international women's organizations with similar objectives or interests.
6. To do all such other things as are incidental to conducive to the attainment of the objects of the council under this statute.

1.2.3 Structure of the Council

The Council is the supreme policy making body of the NWC. There is a NWC Executive Committee (elected from the council), which is responsible for managing the affairs of the Council. The Council has a secretariat to assist in carrying out its objectives and functions under the NWC statute. The Executive Secretary, who heads the Secretariat, co-ordinates the operations of the Council and is also the Chief Accounting Officer.

1.2.4 Statement of Objectives

The objectives of the NWC are: -

1. To promote the economic status of women;
2. To build the capacity of women for development;
3. To provide information on women issues and concerns;
4. To identify the needs of women in Uganda;
5. To advocate and publicize women concerns, issues, rights and interests and;
6. To create a lobbying forum for articulating women's concerns.

1.2.5 Policy Framework

In order to achieve the above-mentioned objectives, the National Women's Council is guided by: -

- The National Women Council Act Cap 318.
- NWC Terms and Conditions of Service 2015.
- National Action Plan on women.
- National Development Plan.
- National Women's Council Amendment Act 2010, that provides for political party participation in the Women's Council elections.

- National Women's Council Amendment Act 2015, that provides for lining behind the candidates mode of conducting elections.

1.3 AIMS OF THIS NWC STRATEGIC PLAN 2017-2021

This Strategic Plan shall pursue the following aims:

1. Set strategies and priorities that will guide the NWC activities during the planning period
2. Provide a basis for supporting budgetary processes, resource mobilisation and allocation for council activities during the 5 year period.
3. Provide a basis for the organizational policies, guidelines, and activity implementation frameworks
4. Set benchmarks for performance management by producing indicators for monitoring progress and impact of the NWC Strategic Goals/Directions during the 5 year period.

1.3.1 Process of Developing this Strategic Plan

This strategic plan was developed through participatory processes that included consultative meetings with NWC staff and women councils in selected districts. The purpose was to maximise equity in strategic planning and stimulate ownership and usability of the plan. During consultative meetings VIPP cards¹ were used to allow free expression of ideas. The process also involved brainstorming that allowed quick generation of ideas without censorship. Additional data was collected through desk reviews and presentations. This NWC strategic plan is further informed by the Sustainable Development Goals (SDGs), The National Development Plan II, Vision 2040, NWC annual reports and other flagship documents such as the National Women's Act 1993,

1.3.2 Structure of the Strategic Plan

This Strategic Plan is divided into five chapters. Chapter one presents the background, and the methodology used for the design process, the structure and presentation of the final plan.

Chapter two gives a detailed analysis of the current strengths and weaknesses as well as scanning of the institutional and stakeholder environment. Chapter three introduces the Balanced Score Card at organizational level, presents a NWC vision, mission, strategic goals, and values to guide the further development of the organization in the next five years.

¹ UNICEF. 1993. VIPP - Visualization in Participatory Programmes: A manual for facilitators and trainers involved in participatory group events. UNICEF Bangladesh. 158pp.

Chapter four provides a narrative of the goals, objectives and strategic initiatives, and outcomes for the plan. This chapter further presents specific milestones and targets under each Strategic Objective. Chapter five discusses the NWC strategic plan implementation process and considerations including Monitoring and Evaluation and the financing of the plan.

2.0 SITUATIONAL ANALYSIS

2.1 WOMEN ISSUES AT GLOBAL AND REGIONAL LEVELS

This plan continues to recognize that African-women wide networks generally focus on issues such as women's education, development, information communications technologies, media, peace, political participation and leadership, reproductive rights and women's health. Women's peace building efforts have become an increasingly important area of sub-regional advocacy networking, and have implications for the promotion of female leadership in peace processes, as well as in future governments. Women have been very active, especially since the 1990s, in peace building initiatives throughout Africa: from Liberia, Sierra Leone, the Democratic Republic of Congo, Congo-Brazzaville, Mali, Senegal, Somalia and Uganda to Sudan and other countries that have been wrecked by civil war or conflict. Female political representation in the peace efforts and post-conflict governance arrangements have been a central theme of women's mobilization.

Women's organizations and networks have also sought to realize gender equity within African sub-regional intergovernmental organizations such as East African Community, SADC and ECOWAS. These organizations in turn have set targets and put pressure on their member states to improve the political representation of women at various levels of government. SADC has been more active in this regard than other sub-regional organizations. One of the ways in which this type of diffusion is occurring is through the introduction of electoral quotas of various kinds. Similar efforts have been made to influence pan-African bodies like the African Union; as a result of the lobbying efforts of women's organizations and networks, it has a 50% representation of women in the Pan-African Parliament and a woman has been elected as president of the organization.

2.1.1 Women Issues At National Levels, Legal And Policy Frameworks

Uganda's population is 45,144,924 million (United Nations Estimates 2019). Women constitute 50% of the population, and over 17.5% of Ugandans are urban based. The last 20 years have shown progress in improving the social and economic status of women. The 1995 Constitution of Uganda secures in Article 21 ,26 and 30 the equality of all persons before and under the law, the right to be free from discrimination on the basis of sex or disability in all spheres of life including the social and economic spheres ,the right to education and the rights to own property. Under the constitution, the state has an obligation to provide a number of facilities and the necessary opportunities to enhance women's capacity to realize their full potential and advancement as provided in Article 33 of the constitution. Clause 6 of Article 33 Outlaws all laws customs or traditions, which are against the dignity, and interests of women or in any way undermine their status.

The government of Uganda has signed other commitments at the international level that support women's social and economic empowerment. Under CEDAW state parties are obligated and committed under the Beijing GPFA to take a range of measures to guarantee women's rights and access to

economic resources that are critically necessary for building capacities to generate wealth. Government has to ensure gender equality in all aspects of employment. The laws and policies must guarantee equality of social and economic rights for men and women. These provisions in addition to other commitments made at the international and regional levels under various declarations, resolutions, human rights instruments and treaties form the basis for the protection of the social and economic rights of all Ugandans, including those of women.

Uganda has instituted policies and laws that seek to promote women issues and rights. These have been presented in the matrix below;

#	Laws/policies	Provisions
1	The Constitution of the republic of Uganda 1995	<p>Chapter 4:21(1) guarantees that all persons are equal before the law in all spheres of political ,economic ,social and cultural life and in every other respect and shall enjoy equal protection under the law</p> <p>Chapter 4:21(2) prohibits discrimination against any person on grounds of sex,race,religion ethnic origin, tribe birth,creed,social or economic standing ,political opinion or disability</p> <p>Chapter 4 section 33 on the rights of women specifies;</p> <ol style="list-style-type: none"> 1. Full and equal dignity with men 2. Enhancing the welfare of women 3. Protection of women and their rights taking into account their unique status and maternal functions 4. Equal treatment with men including equal opportunities in political, economic and social activities 5. The right to affirmative action to redress the imbalances created by history ,tradition or custom
2	The land Act CAP 227	Provides for a joint ownership of the matrimonial home and property, and prohibits either the husband or the wife from selling off the matrimonial property without the consent of the other and the children
3	Equal opportunities commission Act 2007	Articulates the composition and mandate of equal opportunities commission to give effect to the state's constitutional mandate to eliminate all forms of discrimination in access to social services, employment, opportunities and governance structures, and redressing any imbalances which exist.
4	The domestic violence Act 2010	Provides for the protection and relief of victims of domestic violence

5	The Anti-Trafficking inhuman Persons Act 2010	Prohibits relocation of human persons for purposes of slavery or other forceful activity
6	The Penal Code Amendment Act 2007	Address issues of criminal and civil nature including sexual offences
7	The Education Act 2008	Provides for education of all children, without discrimination
8	The marriage and divorce bill	Seeks to address injustices and discrimination against women in all family relations
9	Female genital Mutilation Act 2010	Prohibits the practice of FGM and provides punishment to its perpetrators
10	The national women council amendment Act 2002	Provides for the composition of the women council and the respective executive committees
11	The elderly and people with disabilities Act 2006	Provides for elimination of discrimination against the elderly and persons with disability
12	The children Act Cap 59	Seeks to protect all children
13	The HIV Bill	The bill seeks to curb HIV/AIDS ,mandatory testing for HIV among pregnant women, eliminate discrimination against persons living with HIV/AIDS in the employment or education
14	The Uganda international Criminal Court Act	Allows Uganda courts to try crimes against humanity
	Policies	
1	Affirmative action in politics	Guarantees one women member of parliament per district and 30% women composition at all levels of local government councils
2	Affirmative action in education	Provides 1.5 extra point for girls leaving high school to increase their chance of joining public university as a measure of eliminating the historical and cultural imbalances in higher education
3	The Uganda gender policy	Provides for gender mainstreaming in the public sector
4	Universal primary education	Makes it mandatory for all school going children –girls and boys to attend school
5	Universal secondary education	Provides for secondary education of all children that qualify for secondary education
6	The national action plan	The NAP provides a framework for the implementation of the UNSCR

	for implementation of UNSCR 1325,1820 and the Goma Declaration	1325 and 1820 and the Goma declaration and divides responsibility between various actors.
7	The national development plan 2010/11-2014	This among other issues lists gender issues, cultural practices, attitudes and perceptions as one of the top five national constraints to development
8	The national equal opportunities policy 2006	Addresses the challenges of exclusion, inequities and affirmative action that underlie the rights and freedoms of marginalized and vulnerable groups and individuals
9	The national action plan for the national equal opportunities policy 2009-2013	Provides guidelines for operationalization of the Equal opportunities policy
10	Action plan Against Child Sacrifice	Provides for specific actions to combat child sacrifice in Uganda
11	Anti-Human Sacrifice and Trafficking Force	Sensitizes the public about the dangers of human sacrifice.

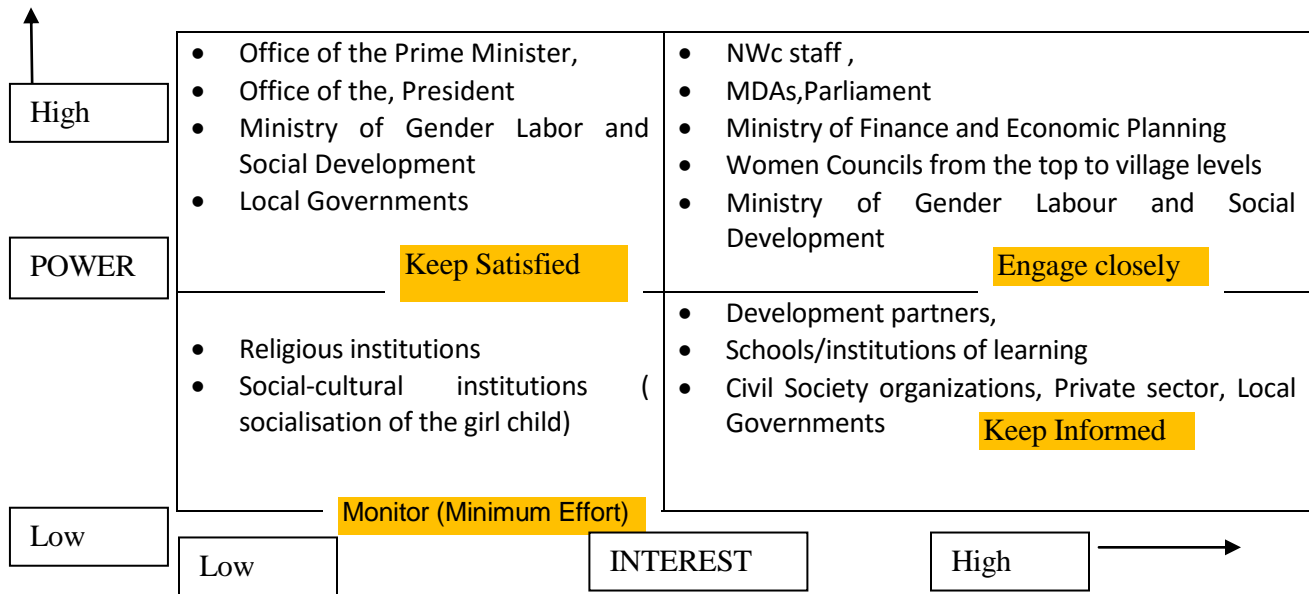
2.2 NWC STAKEHOLDER ANALYSIS

The NWC has both primary and secondary stakeholders that have interest in its activities. Primary Stakeholders include NWC (staff, district councils) that are directly affected by the strategic actions of this plan in the next five years. It also includes Ministry of Finance Planning and Economic Development and the Ministry of Gender Labour and Social Development that influence the NWC planned interventions. NWC secondary stakeholders include those with intermediary roles in this strategic plan such as other Government of Uganda Ministries, Departments and Agencies (MDAs), development partners, and women groups and organizations at regional and international levels.

In the figure below² NWC stakeholders are plotted based on their power (ability to have an impact on the strategic plan) and interest (degree of support to the strategic Plan). Stakeholders with *high power* and *interest* are critical and must be engaged closely because they are involved in immediate decision-making processes that affect the Council. Stakeholders with *low power* or *high power* but with *low interest* shall be kept informed and or stratified throughout the plan period.

² Adapted from FAO 2007; stakeholder analysis; Food Security Information for Action.

Figure 1: National Women's Council Stakeholder Analysis



2.3 SCOT ANALYSIS

This plan used a SCOT analysis to evaluate the Strengths, Challenges, Opportunities and Threats of the NWC. The analysis considered Strengths and Challenges as internal factors while Opportunities and Threats, external factors that are favourable and unfavourable to achieving NWC objectives. From the analysis, some strengths have been retained while others turned into opportunities and others dropped due to the changed environment including the new outlook in the development paradigm presented by Sustainable Development Goals(SDGs). The Challenges that were not addressed during the previous Strategic Plan have been carried forward into the this strategic Plan. Additionally, some threats that no longer apply have been dropped and new applicable ones brought on board.

Figure 2: SCOT Analysis

Strengths	Opportunities
<ol style="list-style-type: none"> 1. Competent National Executive 2. Committed staff 3. Established secretariat 4. An equipped office, with tools and personnel 5. Established Women Council structures form village to national level 6. Open membership to all women 18years 	<ol style="list-style-type: none"> 1. Training and development of staff 2. Mandatory and open Membership to all women 3. Reliable funding source and mechanism (long term) 4. Favorable International and national legal and policy frameworks for women 5. Networking capabilities with other women organizations, parliamentarians and

<p>and above</p> <ol style="list-style-type: none"> 7. Consistent funding form government 8. National wide operation 9. Operational policies (accounting procedures, strategic plan, vehicle 10. A legal Entity which guarantees its existence and programmes (Availability of NWC Statute) 11. A clear and acceptable international framework of operation in the context of the global empowerment of women, promotion of their rights, affirmative action, etc. 	<p>politicians</p> <ol style="list-style-type: none"> 6. The fast move by other relevant NGOs into the demanding field of policy advocacy 7. Favorable Government policy on empowerment of women and emphasis on the girl child 8. Political support, legislation and other gender sensitive policies 9. Existence of donor collaboration and partnership
<p>Challenges</p> <ol style="list-style-type: none"> 1. Inadequate transport and office Limited funding to implement planned activities 2. Poor facilitation (transport and materials for use in offices) for the women councils 3. Inadequate information flow from village to national 4. Understaffed secretariat to meet the needs of the councils 5. Inadequate facilities at district and grassroots level (transport, equipment's for respective district and sub-county women councils) 6. Inadequate documentation of council activities at district and grassroots levels 7. Resource mobilization not commensurate with expansion in the number of districts and increase in women population 8. Limited capacity to effectively reach and spread the advocacy activities to all members 	<p>Threats</p> <ol style="list-style-type: none"> 1. Untimely disbursement of funds 2. Politicization of the Council's work 3. High expectations from communities 4. The enactment of a restrictive Legislation that would change the operating environment 5. Sustainability of funding to NWC's work 6. Increased number of women and children in need of special attention due to HIV/AIDS, cross boarder conflicts etc. 7. Increased cases of women and girl child rights violations

In light of the above SCOT the council shall endeavour to build on the strengths so far exhibited, mitigate or eliminate the weaknesses and take advantage of the opportunities. The council shall

consistently track progress on opportunities to ensure that they are not missed. Throughout the planning period, it will be the council priority to reduce the impact of the above threats.

3.0 FRAMEWORK FOR THE NWC STRATEGIC PLAN

3.1 OVERVIEW

The previous chapter presented a situation analysis and identified strengths that the National Women's Council needs to build on and challenges to mitigate or eliminate in order to make the council more effective and efficient. In this plan, the council introduces perspectives of the Balanced Score Card as a strategy management approach in order to monitor the organization's current operating performance as well as the drivers of its long-term success. As will be noted during the elaboration of the strategic goals, this plan introduces strategic initiatives for each objectives as well as targets-these link well to the application of the Balanced Score Card.

The BSC was introduced by Kaplan and Norton³ in 1990s as the best tool to organize strategy in business organizations and is now used extensively in business and industry worldwide.

In particular, the BSC introduced in this strategic plan shall, *inter alia*: clarify and gain consensus about strategy, align strategic initiatives with the strategy, communicate and implement strategy, and link strategic objectives to long-term targets. The BSC draws its strength from four perspectives, namely: learning and growth, business process, customer and financial. These perspectives were originally designed for profit-making organizations, so they have to be modified to meet the requirements of government and non-profit organizations. The table below summarises these perspectives.

Table 2: Four perspectives of the Balanced Scorecard

Perspective	Description
1. Learning and growth	Answers the question: <i>"To achieve our vision, how shall we sustain Our ability to change and improve?"</i> . Here the Balanced score card addresses the fact that the NWC needs to continuously grow, adapts and improves. Modern organizations do this by aligning and converting intangible assets to tangible outcomes. These intangible assets are: <ul style="list-style-type: none">• <u>human capital</u> - the stock of competencies, knowledge, social and personality attributes, including creativity, embodied in the ability to

³ Kaplan Robert S. and Norton David P., The Strategy-focused Organization, Harvard Business School Press, Massachusetts, 2001

	<p>perform labor so as to produce economic value. People are the most important asset of any organization. Harnessing this capital will be crucial for the NWC growth .</p> <ul style="list-style-type: none"> • <u>information capital</u> – This included employee knowledge, experience, ideas and how they generate and share information with each other and the wider business. • <u>organizational capital</u> - This is concerned with the organization philosophy including culture, structure, organizational learning, etc. This capital shall be harnessed for women’s empowerment and development.
2. Internal business process	<p>Key question to answer by this perspective is, <i>“To satisfy our Shareholders and customers, what business processes should be effective & efficient?”</i>, of course in terms of <u>process cycle time</u>, <u>quality</u> and <u>productivity</u>. Strategic processes create value for customers and stakeholders. These include improvement of existing processes, investing in new processes and innovating to create value - new products and services that will meet the emerging needs of current and future women in Uganda.</p>
3. Customer- for the case of the NWSC the women we serve.	<p>This is the most important perspective. It seeks to answer the question: <i>“To achieve our vision how should we appear to our customers-to the women in the districts, and at village level?”</i>. These are the core beneficiaries of our interventions across all Districts and villages in Uganda. This perspective involves investment in outcome measures including user satisfaction by on-time delivery of quality services and retention (loyalty). Do these women at village level feel the NWC is of value to them? Do they feel happy to voice out their association with the NWC? Do the five women representatives at village level feel they are worth and hence get energised enough to mobilise their fellow women in their respective villages to participate in poverty eradication, monitor government programs and also engage other stakeholders to protect women’s rights?</p>
4. Social impact	<p>For government and non-profit organizations, the equivalent of financial perspective is social impact i.e. benefits accruing to society from policy actions and development programmes undertaken by the NWC. This is a lag perspective that involves measurement of tangible outcomes from this Strategic Plan- can we measure these? Noting that what you cannot count you cannot measure it!.</p>

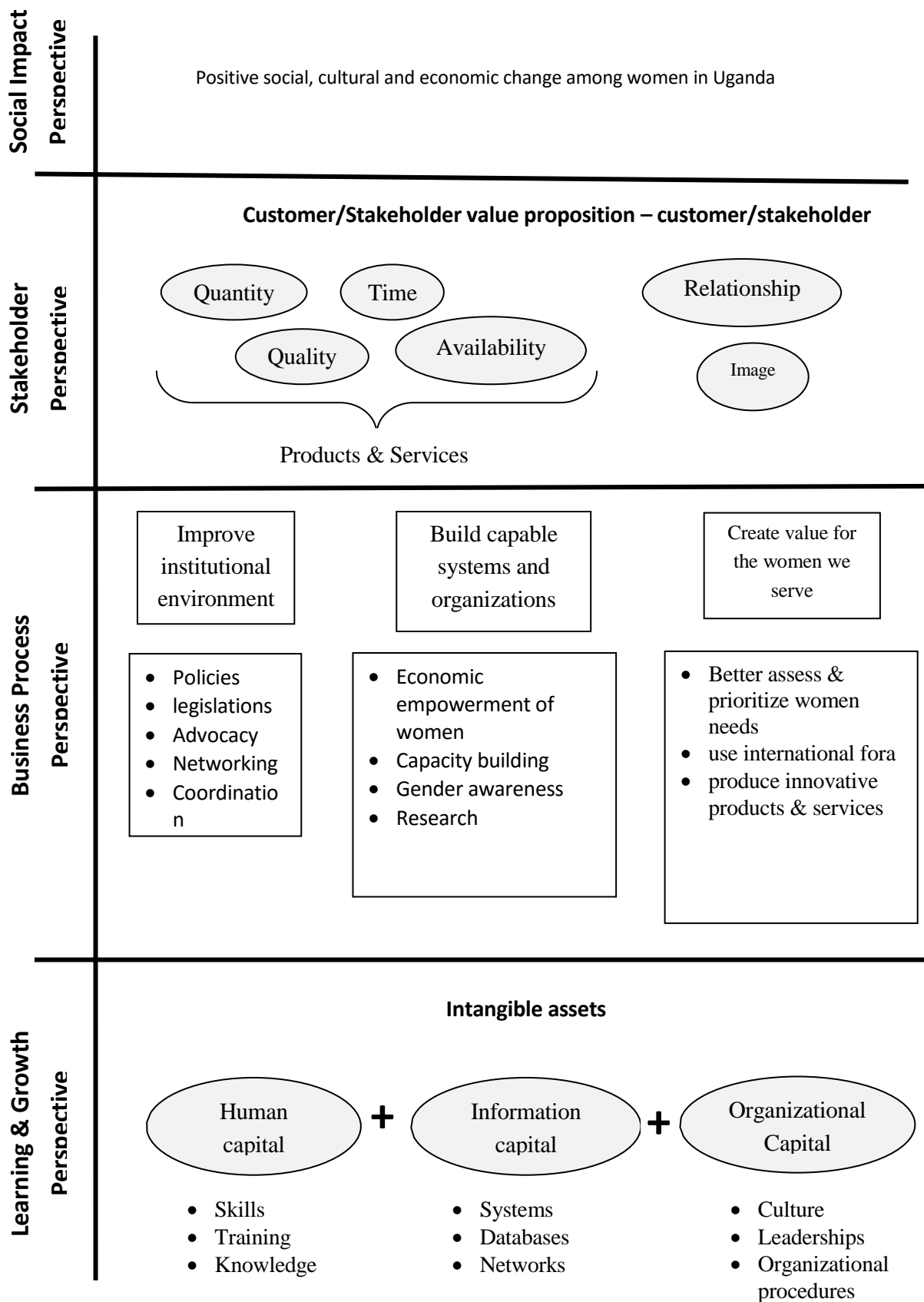
The introduction of the BSC shall enable the NWC to identify gaps between the existing capabilities of staff, systems and procedures requiring reskilling employees, enhancing IT and systems, and aligning organizational procedures and routines to achieve breakthrough performance⁴- On a quarterly basis ask yourselves what has gone well? What does not seem to go well? What are the reasons for things not

⁴ Kaplan and Norton, *opt cit.*

going well? What needs to change and why? What exactly needs to change?- systems? Skills? Delivery of NWC activities at district and lower levels?- Develop a matrix that will enable the NWC to capture these issues.

In addition, Kaplan and Norton introduced a Strategy Map as a powerful communication tool to represent the strategy pictorially. The strategic map for the plan is presented in the figure below;

Figure 3: Strategic map



A BSC is prepared for each strategic objective and gives a strategic initiative, output, performance indicator, milestone/target and outcome. These are presented, under each strategic objective, under each objective.

3.2 VISION STATEMENT

The Vision of the National Women’s Council is to have organized and unified women of Uganda for peace, accountability, justice and self-development through training, sensitization, networking, lobbying and advocacy and provision of micro-finance credit services so as to enable women to actively contribute to sustainable community and national development.

3.3 MISSION STATEMENT

The mission of the NWC is to organize and develop the women of Uganda through training, sensitization, lobbying, advocacy, provision of micro-finance services and networking activities; and to enhance women’s contribution to sustainable socio-economic and political development.

3.4 STRATEGIC GOALS

The above mission shall be attained through pursuance of the following strategic goals:

Strategic Goals	Strategic Objectives
SG1: Enhance Women’s Socio-Economic Empowerment.	<ol style="list-style-type: none"> 1. Promote skills development for women’s socio-economic empowerment. 2. Advocate for women’s access, control and ownership of factors of production 3. Increase food security and nutrition 4. Promote women active participation and uptake of climate change initiatives. 5. Advocate for improved access to safe water, sanitation and hygiene 6. Promote nurturing and early childhood development initiatives across the country

	7. Promote information sharing and exchange of good practices
SG2: Undertake advocacy for women's rights in leadership	8. Promote women's rights in leadership and decision-making 9. Promote male engagement in the promotion of gender equity, equality and women's empowerment.
SG3: Strengthen NWC institutional systems and structures	10. Recruit and retain competent staff 11. Strengthen NWC institutional systems and structures
SG4: Strengthen Research, documentation and publication	12. Promote a repository for gender information and data 13. Promote production and dissemination of annual reports on women specific issues.
SG5: Strengthen partnership, collaboration, and networks.	14. Enhance partnerships on women's issues nationally and internationally 15. Strengthen networks with institutions working on women issues

3.5 NWC VALUES AND PRINCIPLES

In line with the provisions of the women's Act 1993, the Council shall cherish the following core values and principles;

1. Gender responsiveness.
2. Efficiency.
3. Team work.
4. Professionalism.
5. Transparency and accountability

3.5.1 NWC overall approach to reaching grassroots women

The NWC reaching out model to grassroots women:

During the implementation of this strategic plan, focus shall be invested in reaching out to women (with a special focus to poor women) at village level, through a **15 households' model**. At each village, in all the Districts of Uganda, NWC shall empower the 5 women NWC representatives to engage and mobilise fellow 15 households each (women), to access development information, skills, and tap into resource systems of Government and development partners. Typically the 5 NWC women leaders at village level become link pins, during the engagement process, for 15 households each -in effect reaching out to 75 women, in total, per village-save for spill overs. The selection of target households cuts across the economic divide at village level. Through this system, the National Women's Council reaches out to; small holder farmers, domestic workers, landless women, petty traders, women who have experienced Gender Based Violence, market vendors, food vendors in markets, shop operators, and village/cell level women entrepreneurs.

4.0 NWC STRATEGIC PLAN GOALS

4.1 STRATEGIC GOAL 1: ENHANCE WOMEN'S SOCIO-ECONOMIC EMPOWERMENT.

Throughout the life of this strategic plan the National Women's Council shall pursue an integrated approach towards socio-economic empowerment that;

- Strengthens women's entrepreneurship and business.
- Strengthens women's access, control and ownership of production resources including land.
- Increases food security and nutritious food production and consumption
- Promotes interventions that curb the effects of climate change and promote mitigation measures among households.

- Promotes adequate use of water, sanitation and hygiene
- Popularizes the Early childhood program across the country

In the previous strategic plan the council mainly focused on improving access to financial services including microfinance. We have endeavored to continue with this strategic direction but expanding the focus to include; increasing access to economic resources; financial services; business leadership; social protection; information sharing; food security and nutrition; climate change; water and sanitation; ownership and control of resources include land; and early childhood.

In this strategic plan, Socio-Economic empowerment is perceived as the capacity for men and women to participate in, contribute to, and benefit from development processes (OECD 2011). It also implies the right to contribute to development processes. Within the context of women participation in development processes, Socio-economic empowerment should increase opportunities for women to access economic resources, employment opportunities, health services, financial services, property and other productive assets, skills development and market information⁵. This strategic plan recognizes that across the world, and Africa at large, women continue to be a formidable force that contributes to economic development processes by taking on entrepreneurship, and gainful employment in industry, agriculture and social sectors.

Women perform 66% of the world's work, and produce 50% of the food, yet earn only 10% of the income and own 1% of the property. Whether the issue is improving education in the developing world, or fighting global climate change, or addressing nearly any other challenge we face, empowering women is a critical part of the equation.

Former President Bill Clinton addressing the annual meeting of the Clinton Global Initiative (September 2009)

The NWC is emphatic on the importance of investing in women's socio-economic empowerment as this is considered cardinal for creating pathways for gender equality, equity, poverty eradication and inclusive economic growth.

The NWC has in the outgoing strategic plan empowered women through increased access to micro credit and financial services, this effort shall be consolidated. Experience from implementing the outgoing Strategic plan reveals that urban and rural poor women have low literacy levels, limited access to and control over resources, and are vulnerable to sexual exploitation and abuse.

⁵ OECD (April 2011): Women's Economic Empowerment; Issues paper; DAC Network on Gender Equality (GENDERNE)

The NWC shall in the next five years also engage in operational research to gain further understanding of the specific needs of poor women to inform the design of relevant economic empowerment interventions. We shall design interventions that;

- Complement access to financial services with more training,
- Raise awareness among women,
- Profile and strengthen women's groups in districts and urban councils.
- Improve women's access to land including information on land rights and inheritance⁶,
- Strengthen healthcare services;
- Strengthen Girls' enrolment and completion of primary and post primary education;
- legalise and regulate women domestic workers,
- improve Literacy rates for adult women;
- increase women's influence in governance structures and political decision-making.

The above heightened focus is drawn from Sustainable Development Goal (DG 1) and target 1.4. This focus is further anchored in Uganda's National Development Plan 2 that encourages increased women participation in industry and agricultural production including food security.

The NWC shall in the planning period, engage in interventions that get women out of poverty, discrimination and exploitation. The NWC shall take up (and effectively utilize) the government of Uganda support toward women's economic empowerment through various projects such UWEP, YLP and OPWC reaching out to all women.

The Council believes that this will contribute to enabling women to effectively contribute to Uganda's economic transformation to the middle income status. The National Women's' Council shall also organize trade shows in different parts of the country for purposes of:

- a) Having women entrepreneurs share their experiences
- b) Creating a local market for women made products
- c) Mobilize women to benefit from Government Economic development programs
- d) Conducting necessary skills development trainings

The NWC further recognizes that when climate is changing most especially to the worst, women and girls suffer the biggest blunt- and this has tremendous safety risks and health implications. Throughout the planning period, we shall therefore engage women to in a number of climate change interventions. This strategic plan shall also pursue key interventions, as part of the socio-economic empowerment package for women. These include; i) food security and nutrition, ii) water sanitation and health, and iii) environmental protection, and early child hood development

⁶ Women shall be empowered to access economic assets such as land..

Strategic Objective 1.1: Promote skills development for socio-economic empowerment

This strategy recognises that women have different skills needs compared to men. They need business skills, product marketing skills, as life skills including health management, decision-making, self-confidence, or conflict management.

Strategic Initiatives

- Si1.1: Undertake skills training for women (rural and urban women alike) across the country
- Si1.2: Promote access to financial services

Outcomes

- Greater women participation in production activities
- Greater women financial literacy
- Increased women access to financial services
- Linkage to support networks including guidance to fiscal matters.

Table 3: Promote skills development for socio-economic empowerment

Outputs	Performance indicators	Activities	Milestones/ Targets
Si 1.1.1: -Undertake a needs assessment for women focusing on critical skills required to engage in business and productive activities. -Training programme across all the districts of Uganda on women financial literacy	-Number of women groups trained - training materials developed -Number of activities undertaken during the Celebration of the international women's day -Number of training workshops successfully planned and executed. -Number of women joining formal or informal apprenticeship systems within their districts.	-Design and undertake a women's skills needs assessment survey nationwide-pay attention to rural women who form majority of Uganda's women population. -Commission a survey on social cultural norms that limit women access to formal education and skills(the survey	-Training materials and tools. -Training programmes developed and implemented annually through plan period -All districts participate in celebrating the International women's day every year - at least one media workshop held each year organized on women's entrepreneurship. -At least four skills development training organized per district per year.

		shall capture Negative attitudes towards the benefits of educating girls) -Develop training materials - Engage the media in promoting women entrepreneurship -Engage the media to encourage women to join formal or informal apprenticeship systems within their districts. -Life skills training for women developed	
<u>Si 1.1.2:</u> -Develop a data base for women's groups by district -workshop reports	-NWC financial services directory - District women's council profiles -Number of data sets that have undergone detailed analysis	-commission a consultant to compile district profiling of women groups and including women focused initiatives and agencies/organizations by districts(who is doing what and where on women issues by districts	-women data based developed by 2019 -Develop and update database for women groups per district.

		<ul style="list-style-type: none"> -Produce an evidence map of women support initiatives by district. -Engage experts to undertake detailed compilation and analysis of existing gender/women's data 	
<p><u>Si 1.1.3:</u></p> <ul style="list-style-type: none"> -Support networks for women's socio-economic empowerment -IEC materials on fiscal matters 	<ul style="list-style-type: none"> -Number of support networks/models identified and reached by district and urban councils. -Number of district meetings held -Number and type of IEC materials developed 	<ul style="list-style-type: none"> -Conduct user(women) satisfaction assessments with NWC services -Undertake stakeholder engagements - Undertake confidence , competence and skills training for women entrepreneurship 	<ul style="list-style-type: none"> -IEC materials on fiscal matters produced by 1019 -Support networks engaged by 2019

Strategic objective 1.2: Advocate for women's access, control and ownership of factors of production.

This strategy will aim at enhancing women's access to control and ownership of production resources.

Strategic initiative

1.2.1. Undertake awareness campaign on policies that reduce barriers to women access, control and ownership of production resources.

Outcomes

- Increased women control and ownership of productive resources
- Increased knowledge on ownership and protection of productive resources

Table 4: Reduce barriers to women access, control and ownership of production resources.

Outputs	Performance indicators	Activities	Milestones/ Targets
Si 1.2.1: - Awareness campaign plan on women and men ownership and control of production resources	- Mentoring, coaching and support networks -Exhibitions for women entrepreneurs organized. - Initiatives that reduce barriers to women access, control and ownership of production resources.	-Identify and prepare abridged versions of policies that reduce barriers of women access control and ownership of Factors of production. -Land rights training organized for women entrepreneurship -Form famers' cooperatives, unions and associations. -Support women with special needs to engage in production as well as food security initiatives. -Establish agro-forestry and fruit tree nurseries in each district -Empower women groups with food processing equipment (e.g maize mills) . -Undertaken joint men and women awareness campaigns	- Priority Food processing equipment identified by 2018 -Food processing equipment distributed to women groups in districts -Men's involvement in campaigns for women ownership and control of factors of production.

		on control and ownership of factors of production.	
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Strategic Objective 3.1: To increase food security and nutrition at household level

The NWC will undertake interventions that aim to promote food production and nutrition at household level. Through Council Structures in every district, women will be reached, up to the grassroots level, and trained into agronomical practices, food security and nutrition.

The National Council for women recognizes that while Uganda is experiencing sustained economic growth and poverty reduction, the proportion of the population that is food insecure is high. The National food Security Assessment report 2017 indicated that food security across the country was deteriorating, with an increase in the percentages of the country's population that are in Phase 2 (stress level of food insecurity) and Phase 3 (crisis level). Under this objective, the key interventions shall include;

- Support women to engage in food processing. This is possible through provision of food processing equipment such as cassava shredders, motorized cassava mills, maize mills and bakery ovens and others. These enable women in agriculture to undertake value addition and attraction of better market prices for their produce.
- Support women to take up fertilizer use and application. This is possible through awareness raising on fertilizer application, securing contact with Government agencies and others private sector institutions in Uganda that support access to quality fertilizers, encouraging women's groups in districts to take focal *point-shop* for fertilizer distribution, and taking up revolving loans for increasing agricultural production and productivity.
- Support women to construct food banks. Food banks provide an important buffer against famine as well as targeting better prices. Food banks enable households to

resolve food shortages at household level and store agricultural produce for sell when the market prices are good.

- Other initiatives planned during the life of this strategic plan shall include;
 - Training of women to undertake innovative farming techniques such as encouraging crop diversification, adding more diversified and nutrition diet.
 - Supporting formation and strengthening of farmers cooperatives, unions and associations- These are vital for increasing women bargaining power at the market, access to affordable credit, agricultural insurance schemes employ and also equipment like drip irrigators.
 - Facilitate women to access planting materials and seeds for next planting season putting in mind both the strategic and practical gender needs of both men and women in the different household.
 - Empower women to undertake home gardening that allows cultivation around the home compound for fast growing crops such as vegetables, grown in tins and polythene bags.

Strategic Initiatives

- Si1.3.1: Undertake training of women in agronomical practices and nutrition
- Si1.3.2: Support formation of farmers cooperatives, unions and associations

Outcomes

- Improved food security and nutrition in pilot households
- Functional women farmers cooperatives, unions and associations
- Improved incomes in pilot households.

Table 5: Support to Women's engagement in increasing food security and nutrition

Outputs	Performance indicators	Activities	Milestones/ Targets
Si 1.3.1: - Training programme for women on agronomical practices and nutrition -Women groups organized/helped to formally register and	-Number of training workshops successfully planned and executed. -Number of women groups trained -Number of food	-Training women in food production, food security -Support the establishment of home vegetable	-Training materials and tools. -Number of pilot /model households identified and supported per district/municipal councils per year. -Training programmes

supported to engage in agricultural activities.	<p>security and nutrition related activities undertaken during the Celebration of the international women's day</p> <p>-Number of women groups accessing fertilizers</p>	<p>gardens for vegetables.</p> <p>-Provide on farm and in- farm agricultural materials to women groups.</p> <p>-Facilitate women to access planting materials and seeds for next planting season</p> <p>-Mobilize and support women to undertake home gardening that allows cultivation around the home compound</p> <p>-Support women groups to take up fertilizer use and application</p> <p>-Engage women groups in both urban and rural areas to take up farming</p>	<p>developed and implemented annually throughout the plan period</p> <p>-At least two food security and nutrition workshops organized per district per year</p>
<p><u>Si 1.3.2:</u></p> <p>Programme to support formation of farmers cooperatives, unions and associations</p>	<p>-Number of active women, groups, cooperatives and unions during the life of this strategic plan</p> <p>-Number of women groups, cooperatives and associations undertaking food processing.</p>	<p>-Support women to engage in food processing</p> <p>-Support women to construct food banks.</p> <p>-Train women farmer groups in agro-processing</p> <p>-Support women groups in urban</p>	<p>- Data base of women groups, cooperatives and unions undertaking food processing developed by 2019</p> <p>-At least one food processing workshop organized per district per year.</p>

		areas to engage in urban farming	
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Strategic Objective 4.1 Promote women active participation and uptake of climate change initiatives

During the life of this strategic plan, the National Women's Council shall mobilize and support women to engage in the protection of the environment as well as mitigate negative effects of climate change.

In the recent years climate change negative effects in

The second Climate Vulnerability monitor report published in September 2016 estimated that climate change causes an average of 400,000 deaths each year mainly due to hunger and communicable diseases that particularly affect children in developing countries. Statistical analyses done on climate change in Uganda show that the mean annual temperatures have increased by 1.3°C since 1960 with a more rapid temperature rise of 0.37°C per decade in January and February.

Source: National Women's Council Concept Note on Household Interventions 2018

Uganda have been manifested in landslides (as is the case in Bududa Districts and other the Mt Elgon areas), drought in the Karamoja area and some parts of Northern Uganda, floods in Kumi, and Kasese areas and others.

Strategic Initiatives

- Si 1.4.1: Promote women participation fora on climate change adaptation, technology and innovation.
- Si1.4.2: -Conduct awareness programmes for Affordable energy saving stoves for families bricks (locally made charcoal blocks)

Outcomes

- Increased participation among women in initiatives that promote environmental protection.

- Increased adoption, among women groups in each district, of environmental protection practices.

Table 6: Support to Women's participation in climate change initiatives

Outputs	Performance indicators	Activities	Milestones/ Targets
<u>Si 1.4.1:</u> - Fora on climate change adaptation, technology and innovation. -Plan for a promotion of women participation in climate change adaptation, technology and innovation.	- Initiatives that increase women's participation in climate change activities.	-Profile organizations/initiatives (private or public) including women groups/associations per district that are engaged in climate change mitigation initiatives. -Support women to establish agro-forestry and fruit tree nurseries in each district	- Organize at least one climate change workshop per district per year
-Awareness programme for Affordable energy saving stoves for families bricks (locally made charcoal blocks)	- Campaign for use of energy saving stoves launched in each district	-Support women to adopt use of energy saving stoves -Undertake a National wide baseline survey on women's Knowledge, Attitudes and practices, towards climate change and adaptation.	-Climate change Campaign launched per district -KAP survey on women's Knowledge, Attitudes and practices, towards climate change and adaptation completed and results shared by 2019

Strategic Objective 5.1: Advocate for improved access to safe water, sanitation and hygiene

During the planning period, the NWC shall support intervention that increase access to safe water and community led total sanitation. We shall support women's groups in every district/municipality to improve household sanitation particularly, toilets for safe disposal of human excreta, hand washing after toilet use and before serving food, and environmental sanitation aspects.

According to Ministry of water and environment (Sector Performance Report 2017), access percentage of people within 1km (rural) and 0.2km (urban) of improved water source increased from 65% (2014/2015) to 70% (2014/2015) in rural and 73% (2014/2015) to 71% (2016/2017) urban areas. Sanitation percentage of people with access to improve sanitation households, rural at 80% and urban at 86%.

The National women's council shall work with other stakeholders at National, District and municipal council levels to engage in outreaches that promote health, environmental sanitation, clean and safe water and hygiene.

Strategic Initiatives

- Si1.5.1: - Create awareness on the importance of safe, clean water, Sanitation and Health
- Si1.5.2: Conduct 'Sanitation Pushes', innovative and inclusive campaigns(for women's groups) to increase latrine coverage and sanitation measures at household level in both rural and urban areas.
- Si1.5.3: -create awareness on menstrual hygiene management in homes

Outcomes

- Improved access to safe water and sanitation.
- Improved health at household level.
- Increased adoption, among women groups in each district, of safe sanitation and hygiene practices.

Table 7: Support to Women's participation in the promotion of water, sanitation and health improvements at household level

Outputs	Performance indicators	Activities	Milestones/ Targets
<p><u>Si 1.5.1:</u></p> <p>- Awareness programme on the importance of safe, clean water, Sanitation and Health</p>	<p>- Percentage of women's groups that have been sensitized, in collaboration with the water and Environment ministry and other stakeholders, on Safe water , household sanitation and Hygiene(targeting the 5 Fs: Food, feaces, fingers, flies, and fluids)</p> <p>-Percentage of women's groups whose members have been tested and vaccinated against Hepatitis B</p> <p>-Number of blood donation events and donors recruited per district</p>	<p>-Water , sanitation and Hygiene promotion campaigns per district</p> <p>- Health promotion initiatives organized per district/municipality in collaboration with other agencies</p> <p>- Blood bank donations drives in the week that precedes the National Women's Day celebrations.</p> <p>-Hepatitis B testing and vaccinations organized per district/municipality in collaboration with the Health Ministry and other health service providers</p> <p>-Cervical and Breast Cancer screening per district in collaboration with the Health Ministry and other health service providers</p>	<p>-At least one Water , Sanitation and Hygiene promotion campaigns per district per year.</p> <p>- Organize at least one cervical and breast cancer awareness workshop per district per year</p> <p>- Number of blood donation drives organized each year</p> <p>-Number of women groups by District/municipal councils whose members have been vaccinated with hepatitis B.</p>
<p>-Programme to conduct 'Sanitation Pushes', innovative and inclusive campaigns(for women's groups) to increase latrine coverage and sanitation measures at household level.</p>	<p>- Campaign, among women's groups, for use of safe toilets launched in each district</p>	<p>-Support women to adopt use of safe sanitation practices</p> <p>-Undertake a National wide baseline survey on women's Knowledge, Attitudes and practices, towards climate change and adaptation.</p>	<p>-Safe sanitation Campaign launched per district</p> <p>-KAP survey on women's Knowledge, Attitudes and practices, towards household sanitation</p>

			completed and results shared by 2020
-Awareness programme on menstrual hygiene management in homes	<p>-Percentage of women's groups whose members are practicing menstrual hygiene management practices</p> <p>Number of women's groups per district that are engaged in making of re-usable sanitary towels</p>	<p>-Promote safe menstrual hygiene management practices at household level</p> <p>- Organize awareness raising workshops for women's groups and encourage them to set up separate enclosed sanitary and bed room facilities like bathrooms for both the girls and boys to create privacy for girls and boys in homes.</p> <p>-Equip mothers and care takers with skills to easily communicate and talk about sex education (menstruation),</p> <p>- Support women's groups with skills to make re-usable sanitary towels</p>	<p>At least one workshop per district on menstrual hygiene management practices organized.</p> <p>-At least one workshop organized per district to Support women's groups with skills to make re-usable sanitary towels</p>

Strategic Objective 6.1: Promote nurturing and early childhood development initiatives across the country

Global evidence indicates that nearly 43% of children under 5 in low- and middle-income countries are not getting the nutrition, protection and stimulation they need. This diminishes both the child's potential and sustainable growth for society at large. Through the life of this Strategic Plan, The National Women's Council shall promote ongoing country policy initiatives such as the Integrated Early Child Development Policy (IECD), to ensure that women through their groups adopt basic health care, adequate nutrition, nurturing and stimulation within a caring, safe and clean environment for children.

This strategic plan recognizes that at household level, mothers/women are central in the protection of children from violence, trauma and unsafe environments. However this does not

exclude fathers from their parental role of promoting love, psychical and verbal stimulation for children in homes.

Strategic Initiatives

- Si1.6.1: Organize health camps in different areas sensitize communities on the impact of early childhood development on the livelihoods of the children
- Si1.6.2: Produce IEC materials with information on ECD and distribute these during sensitization fora
- Si1.6.3: Mobilize women to attend/adopt antenatal care services, family planning services, immunization of children, breast feeding, hygiene, nutritious feeding of children, sleeping under treated mosquito nets, playing with children to enhance their skills among others
- Si1.6.4: Promote information sharing and exchange of good practices

Outcomes

- Increased knowledge among women's groups in districts on ECD
- Increased adoption, among women groups in each district, of ECD practices.

Table 8: Support to Women's engagement in ECD initiatives

Outputs	Performance indicators	Activities	Milestones/ Targets
<u>Si 1.6.1:</u> <ul style="list-style-type: none"> • Health camps on the impact of early childhood development on the livelihoods of the children. 	- Initiatives that increase women's knowledge on ECD	-Organize health camps , in collaboration with other stakeholders including line ministries, on the impact of early childhood development on the livelihoods of the children	- Atleast 4 health camps organized in districts per year on ECD
<ul style="list-style-type: none"> • IEC materials with information on ECD and distributed to women's groups 	-IEC materials produced, and distributed	-Design, produce and distribute abridged versions of IEC materials for use during engagements with women's groups non ECD.	-Relevant ECD materials designed and produced by 2019
<ul style="list-style-type: none"> • Programme for 	-Testimonies of women adopting	-Design and implement programme for	- Atleast 4 health camps organized

mobilizing women to attend/adopt antenatal care services, family planning services, immunization of children, and other health practices critical for ECD. <ul style="list-style-type: none"> Promote role modeling and mentorship of young women. 	antenatal care services, family planning services, immunization of children, and other health practices critical for ECD.	mobilizing women to attend/adopt antenatal care services, family planning services, immunization of children, and other health practices critical for ECD.	in districts per year on ECD
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4.2 STRATEGIC GOAL 2: UNDERTAKE ADVOCACY FOR WOMEN'S RIGHTS IN LEADERSHIP.

The National Women's Council prioritizes activities aimed at increasing awareness and participation of women in leadership and governance at all levels. Previously a number of initiatives including capacity building training have taken place, focused on women's councils at the district and sub county levels and as well as women groups.

Strategic objective 2. 1: Promote women's rights in leadership and decision making

Strategic initiatives

- Si 2.1. Undertake awareness campaigns that promote women's rights and advance their participation in public leadership and decision-making.

Out comes:

- Increased women's participation in leadership and decision-making.

Table 9: Promotion of women's rights and participation in leadership and decision-making

Outputs	Performance indicators	Activities	Milestones/ Targets
<u>Si 2.1.1:</u> Advocacy programme for women's rights awareness and participation in	- Regional Training programme of District Women Council leaders in leadership and civic	-Disseminate information regarding existing opportunities for women on a quarterly basis -Disseminate existing laws and policies on women issues and national development	-Capacity building indicators for women participation in

decision-making -Training reports	rights and responsibilities	among the women across the country -Conduct dialogues with women on issues that concern them to enable them identify and find solutions to the local issues and needs -Lobby Government through Parliament for regular women's councils and committees elections -Bring on board and get involved in other stakeholders that have similar objectives live CSOs, UWOPA etc. activities	leadership and decision-making developed by 2019
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Table 10: Promote male engagement in the promotion of gender equity, equality and women's empowerment.

This strategic plan recognises that empowerment is about having capabilities (knowledge, resources, and skills) and agency (ability and freedom to take actions) on issues that matter in one's life⁷.

<u>Outputs</u>	Performance indicators	Activities	Milestones/ Targets
<u>Si2.2.1:</u> Advocacy programme how norms of power and gender affect men/boys and women as individuals. -Training reports	- Regional Training programme of District Women Council leaders in gender equality, empowerment and equity	-Conduct one workshop per district on the benefits of women's empowerment Such as Women's enhanced participation in household decision-making, participation in economic activities, increased access to productive resources such as land, health services, justice, and financial resources. This workshop should also capture benefits to men such as improved relationships with partners, children, and extended family members. -Engage male role models as advocates for women's empowerment, equality and	- Indicators for women and men engagement in gender equality and equity programming developed by 2019

⁷ International Center for Research on Women (2018). GENDER EQUITY AND MALE ENGAGEMENT: IT ONLY WORKS WHEN EVERYONE PLAY

		equity. -Disseminate information on gender equality, empowerment and equity.	
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4.3 STRATEGIC GOAL 3: STRENGTHEN NWC INSTITUTIONAL SYSTEMS AND STRUCTURES .

This strategic plan considers institutional systems to be critical for implementation of the interventions contained in this plan. The critical areas covered under this goal include; human resource management, Information management, financial management and Monitoring and evaluation systems. The NWC shall ensure that key staff competencies and capacities are developed throughout the planning period. This will be done through employee training, career development, performance management and development. Retaining quality staff will be cardinal throughout this five year planning period.

Strategic objective 3.1: Recruit and retain competent staff

Strategic initiatives

- Si 3.1.1 Maintain a reputable corporate image
- Si 3.1. 2 Develop competence based recruitment process

Outcomes

- Responsible corporate citizenship
- Motivated and committed staff

Table 11: Recruit and retention of competent staff

Outputs	Performance Indicators	Activities	Milestones/ Targets
Si 3.1.1: -Corporate values, &Revised terms and conditions of service	-Operational revised terms and conditions of service produced -No. of staff inducted	-Establish corporate core values, -Review and reinforce terms and conditions of service -Undertake staff induction	-Reviewed terms and conditions of service By June 2019 All new staff inducted Into NWC values

Strategic objective 3.2: Strengthen NWC institutional systems and structures

Strategic initiatives

- Si 3.2. 1Develop and maintain a sound financial management system
- Si 3.2.2 Provide an appropriate ICT infrastructure.
- Si 3.2. 3Develop an M&E framework for the NWC

Outcomes

- Good corporate governance practices
- Positive NWC visibility
- Effective communication and information flow

Table 12: NWC institutional systems

Si 3.2.1 -ICT strategy -ICT policies	-Efficient ICT services	-Develop ICT strategy -Implement the ICT -Develop Data Management Policy, Web Policy,	-ICT strategy developed by 2020 - NWC Database
Si 3.2.2: -NWC annual budget -Financial analysis reports - Updated Finance and Accounting Manual & internal control systems	-financial reports	-Prepare NWC budget -Design a NWC resource mobilization strategy - Manage financial resources in line with relevant Government policies and guidelines. - Prepare regular financial statements and reports	-NWC annual budget developed - Updated Finance, Accounting manual & internal control systems - Financial analysis reports prepared
Si 3.2.3: -Audit plan -Audit manual -Audit reports	-Conduct all audits in accordance with the standards, procedures and guidelines	-Review Internal Controls and Policies -Develop and implement an audit plan -Undertake audits in line with the audit plan	-Audit plan developed annually -Review audit manual every two years
Si 3.2.4: -Communication Policy -Communication	-communication strategies and guidelines developed and implemented	Undertake communication audit (main) Develop and	communication strategy and guidelines developed by 2019

Strategy and Plan -Communication audit report		operationalize a communications policy (main) Develop and implement communication strategies and guidelines	A unit to document (audio, visual, written) and archive NWC programs, researches, processes and activities developed by 2019
Si 3.2.5 Functional Monitoring and Evaluation system of NWC activities, outputs and outcomes	-Internal M&E systems and guidelines developed -M&E institutionalized through a known framework is applied by all district women councils	-Develop NWC core indicators upon which institutional progress and success areas shall be measured on a quarterly basis.	M&E system and framework developed by 2019. This M&E framework shall be in line with the National M&E policy designed and published by the Office of the Prime Minister.

4.4 STRATEGIC GOAL 4: STRENGTHEN RESEARCH , INFORMATION DISSEMINATION AND PUBLICATIONS

This strategic plan considers the production, utilization and dissemination of data and information as critical for realizing the mandate of the National Women’s Council. Throughout the planning period the Council shall engage in operational research focusing on women issues as well as policy areas. The Council shall undertake publication of the newsletter and other succinct topical areas that cut across women empowerment, agricultural production, food security, health, Gender Based Violence, access to finances, plus the evidence generated through the Councils Monitoring and Evaluation system. The council shall also take forward the following areas (contained in the outgoing strategic plan);

- i. Conduct a Desk Study on the literature on women empowerment, rights and development issues in Uganda including a compilation of a bibliography.
- ii. In line with the aspirations and targets expressed in Sustainable Development Goal (SDG)5,undertake research on Violence Against women (including Gender based Violence) in households and education institutions.
- iii. Undertake research on key women issues including; discrimination, sexual abuse and exploitation, domestic violence, women with disabilities and any other emerging issues

- iv. Set up a resource databank where information on women rights, empowerment and other issues related to women is gathered and made available to members, partners, scholars and other key stakeholders
- v. Support effective exchange of information about women issues and concerns at all levels and with other actors. Documentation and sharing of experiences, lessons learned and success stories will be a key area of focus.
- vi. Repackage key NWC policy documents (including the 1993 National Women Statute) for dissemination to members, partners and other stakeholders.
- vii. Support women focused CBOs, CSOs to collect, documents, and disseminate information on women issues by conducting training and capacity building sessions in documentation and dissemination
- viii. Develop and disseminate a regular News Letter to document and share experiences and lessons learnt on NWC interventions
- ix. Develop and maintain a directory of line ministries, relevant NGOs, CBOs, CSOs, partners, collaborators, etc; with the aim of knowing who is doing what how and where.
- x. Develop and maintain a website to facilitate wider sharing of information and foster linkages and networking at the global level
- xi. Document good practices of initiatives in districts/municipal councils that empower women with resources, knowledge and skills as well as creating agency for enabling women to take actions on issues that matter in their lives.

Strategic objective 4.1: Commission annual priority research agenda for the NWC

Strategic initiatives

- Si 4.1.1 Set up a research unit and design a ten year research agenda
- Si 4.1. 2 Identify strategic research partners and conduct research based on NWC areas of work

Outcomes

- Research results and publication utilized to improve NWC work

Table 13: Strengthen Research , information dissemination and publications

Outputs	Performance Indicators	Activities	Milestones/ Targets
<p>Si 4.1.1: NWC research agenda</p> <p>Si 4.1.2: Plan for engaging strategic research partners</p>	<p>-At least two research studies conducted per year.</p> <p>-Identify key publication that NWC shall embark on annually</p>	<p>-Set up a research unit to buttress NWC advocacy work, evidence based resource mobilization and decision-making.</p> <p>-Identify strategic operation research partners such as CSOs, academia, and the private sector</p>	<p>-Design the NWC 10 year research agenda and utilization plan by 2019</p>

4.5 STRATEGIC GOAL 5: STRENGTHEN PARTNERSHIPS, COLLABORATIONS, AND NETWORKS

Throughout the implementation of this strategic plan the council shall seek partnerships and collaborations at international, national and local levels. The Councils collaboration and partnership agenda shall target strategic organisations and institutions that contribute to achieving its objectives as well as Sustainable Development Goals (SDG).

Strategic Objective 1: Enhance partnerships on women's issues nationally and internationally

Strategic initiatives

1. Identify and engage partners, such as the UN Women country office, involved in women's at national and international levels to address Uganda specific issues that hamper achievement of SDG number 5 and related targets in other goals.

Outcomes

- Common agendas for women empowerment, equality and equity shared

Table 14: Enhance partnerships on women's issues nationally and internationally

Outputs	Performance Indicators	Activities	Milestones/ Targets
Si 4.1.1: - Partnerships agenda on women's issues nationally and internationally District /regional specific reports on what works and what does not work in light of women empowerment, equality and equity.	- A list of strategic areas of interest to women (such as ending Violence Against women, stopping Female Genital mutilation, Increasing access to land and other resources) in Uganda, on which national and international partnerships and alliances should be pursued and promoted, is developed.	- Engage district, national and international agencies involved in handling issues that cripple Uganda from achieving SDGs Number 5(Achieve gender equality and empower all women and girls)and related targets in other goals. -Document country experiences on women empowerment, equality and equity demonstrating works and what does not work.	- A list of strategic areas of interest to women in Uganda, on which national and international partnerships and alliances should be pursued, is developed by 2019

Strategic Objective 2: Strengthen networks with institutions working on women issues.

Strategic initiatives

1.Participate and encourage network partners to be active in NWC advocacy work.

Outcomes

- New partnerships created.
- NWC is active in financial and technical resource mobilisation

Table 15: Partnerships and Networks

Outputs	Performance Indicators	Activities	Milestones/ Targets
Si 4.1.2: Partnerships and networks	-Develop a data base for strategic partners (international and national) and networks whose work links to NWC mandate -Engage partners and networks	- Develop a partnership and engagement strategy to guide engagements. This strategy will offer a channel through which further networks and engagements will be explored -Set up a resource mobilization unit for NWC	-Data base for partners and networks by sector/focus areas developed by 2019

		<p>-Engage international and national volunteers to support the NWC on resource mobilization</p> <p>-Develop MoUs with partner agencies in the following areas;</p> <ul style="list-style-type: none"> • Access to women's finance such as the Micro Finance Support Centre (MSC) • Agriculture production • Food security • Health – clinics and hospitals on women's health • Data and information management • Leadership and Governance training 	
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5.0 PLAN IMPLEMENTATION, MONITORING AND EVALUATION

5.1 OVERVIEW

This section presents the implementation and Monitoring and Evaluation arrangements for the NWC strategic plan. Monitoring the implementation of NWC activities as well as the national and international instruments has been and will continue to be one of NWCs key areas of involvement. Since the 1993 National women Statute, efforts towards empowering women and promotion of the realization of women rights have been undertaken. This has been done in collaboration with numerous stakeholders.

Although the principles and standards of the National Women Statute have achieved recognition, there still remains a gap between recognition and effective implementation. The Government of Uganda has made considerable progress in the support for the women cause and has established policies and institutional mechanisms to ensure effective empowerment of women in the country. However, there is still a long way to go given the trend of events on women issues today. NWC would like to build on its earlier initiatives to scale up the implementation of its activities as well as monitoring and reporting on the implementation of various policies on women issues. It will embark on assessment of the effectiveness of institutional frameworks for empowerment and protection of the rights of women, right from the grass roots to the national levels.

The council will also more proactively employ strategies that will ensure that commitments made are translated into effective realization of the council objectives in Uganda. NWC will strengthen the capacity of its staff, regional representatives and coordinators to enable them carry out their monitoring and reporting roles.

Overall, the implementation of this plan should be closely monitored and evaluated. A set of performance indicators has been included to measure progress towards the objectives of the Plan. The introduction of the Balanced Score Card in this plan has necessitated a capture of issues normally included in a conventional logical framework to include them in tables presented under each strategic objective of this plan.

5.2 MONITORING AND EVALUATION ARRANGEMENTS

The purpose of Monitoring and Evaluation is to guide the implementation of the plan by tracking process, outcomes and impact as well as making adjustment where necessary. Other aims of monitoring and evaluating this plan include;

- Ensuring that the plan is on course
- Accountability to ensure that the resources released are utilized for the intended purpose.

- Measure achievements against set targets.

Overall, this plan shall be monitored and evaluated using the Balanced Score Card strategic initiatives, outputs, milestones and outcomes presented under each strategic objective. A Mid Term Review will be undertaken mid-way the implementation period (two and half years into the plan implementation) by an external consultant. At the end of the five-year period, there will be an evaluation of the overall plan to document achievements, best practices, challenges, success stories and lessons learnt.

5.3 RISKS, MITIGATING MEASURES AND CRITICAL SUCCESS FACTORS

5.3.1 Risks and Mitigating Measures

The following table presents risks and possible mitigation measures during the implementation of this strategic plan.

Table 16: Risks and mitigating measures

Risk	Description/Discussion	Mitigating measures
Internal		
Staff attitudes and behaviours - business as usual	<ul style="list-style-type: none"> • Staff may not fully buy-in the plan • Staff attitude to work that may not lead to innovation, creativity and timeliness in delivery of the right statistical products (high value products) to data users and on time. 	<ul style="list-style-type: none"> • An extensive and consistent communication programme will be mounted to develop an understanding of the Plan strategies • Use the Balanced Scorecard to foster organizational change. The BSC has its greatest impact when it is deployed to drive organizational change⁸.
An over-ambitious plan	<ul style="list-style-type: none"> • Unrealistic targets • Limited commitment to the plan by government, the main shareholder • Limited commitment among development partners 	<ul style="list-style-type: none"> • Ensure that objectives are SMART and targets achievable within available resources • Do extensive advocacy and sell the plan to in government and among development partners
Weak M&E system	The M&E system does not operate efficiently	<ul style="list-style-type: none"> • Enlist high level support at the NWC for M&E activities • Extensively use internal and external benchmarking & performance measures that have been identified • Enhance reporting mechanisms
External risks		
Political interference	Political interference can badly affect the credibility and integrity of plan	<ul style="list-style-type: none"> • This risk will be minimized by remaining focused on the NWC mandate.

⁸ Kaplan and Norton, *opt cit.*

	implementation.	
Mobilization and securing resources for implementation of the plan	Perhaps one of the biggest risks is failure by government and development partners to give priority to the issues presented in this plan	<ul style="list-style-type: none"> • Pursue a proactive stance to mobilize resources • Carrying out sensitization and awareness programmes as well as keeping abreast of changing data requirements in government and among development partners
Ineffective plan implementation	Risk is about failure to mobilize drivers of strategic success	<ul style="list-style-type: none"> • Achieving strategic alignment (creating strategy awareness) and enlisting “buy-in” • Regarding the plan not just like another project but rather as a foundational activity • Mobilization of drivers of strategic success, a strategy - supportive culture and an action plan.

6.0 FINANCING PLAN

Funding for this strategic shall be secured as follows;

- Money appropriated from time to time by Parliament;
- Loans approved by the Government;
- Grants and donations received from any source approved by the Minister; and

The Implementation of this plan shall require adequate and timely financial resources. This will call for commitment on the part of government of Uganda in meeting its obligations. Continued collaboration with development partners will also significantly contribute to successful implementation of this plan.

The strategic initiatives identified in each of the above goals of this plan shall require financial resources shown in the table below;

Table 17: The Five Year Budget (Uganda Shillings)

National Women's Council Budget 2017/18 to 2021/22

GOAL-YEAR COSTS						
Uganda Shillings in Millions						
GOAL	YEAR					
	YEAR 1(17/18)	YEAR 2(18/19)	YEAR 3(19/20)	YEAR 4(20/21)	YEAR 5(21/22)	GOAL TOTAL
SG1: Enhance Women's Economic Empowerment. Socio-	110,914,000	221,828,000	288,376,400	374,889,320	487,356,116	1,483,363,836
SG2: Undertake advocacy for women's rights in leadership	186,159,188	372,318,376	484,013,889	629,218,055	817,983,472	2,489,692,980
SG3: Strengthen NWC institutional systems and structures	286,890,812	573,781,624	745,916,111	969,690,945	1,260,598,228	3,836,877,720
SG4: Strengthen Research, documentation and publication	100,000,000	200,000,000	260,000,000	338,000,000	439,400,000	1,337,400,000
SG5: Strengthen partnership, collaboration, and networks.	201,036,000	402,072,000	522,693,600	679,501,680	883,352,184	2,688,655,464
GRAND TOTAL	885,000,000	1,770,000,000	2,301,000,000	2,991,300,000	3,888,690,000	11,835,990,000

7.0 ANNEXES

7.1 ANNEX A: ORGANOGRAM

Figure 4: NWC Organogram