

STRATEGIC PLAN

2015-2019

**MAINSTREAMING GIRLS AND WOMEN WITH DISABILITIES IN THE DEVELOPMENT
PROCESS**

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ACROYNMS

BOD	Board of Directors
BTVET	Business, Technical and Vocational Education and Training
CRPD	UN Convention on the Rights of Persons with Disabilities
CSR	Corporate Social Responsibility
DIT	Directorate of Industrial Training
DPOD	Disabled Peoples Organisation-Denmark
DPOs	Disabled Peoples Organizations
GA	General Assembly
GWDs	Girls With Disabilities
GWWDs	Girls/ Women With Disabilities
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
HR	Human Resource
IEC	Information Education and Communication
IGAs	Income Generating Activities
ICT	Information Communication Technology
ILO	International Labor Organization
M&E	Monitoring and Evaluation
NDP	National Development Plan
NUDIPU	National Union of Disabled Persons of Uganda
NUWODU	National Union of Women with Disabilities of Uganda
NGOs	Non-Governmental Organizations
OCA	Organizational Capacity Assessment
PWD	People with Disabilities
PMTCT	Prevention from Mother to Child Transmission
SACCO	Savings and Credit Co-operative Society
SDG	UN Sustainable Development Goals
SRH	Sexual Reproductive Health
SRHR	Sexual Reproductive Health Rights
SNE	Special Needs Education
SIYB	Start and Improve Your Business
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOT	Training of Trainers
UBOS	Uganda Bureau of Statistics
UNAB	Uganda National Association of the Blind
UNAD	Uganda National Association of the Deaf
UNISE	Uganda National Institute of Special Education
UN	United Nations
WWDs	Women With Disabilities

FOREWORD FROM CHAIRPERSON

NUWODU has continued to grow and registered a number of achievements since the last strategic plan in advocating for rights of GWWDs and making helpful connections at different levels for their rights and inclusion.

Despite a favourable legal regime in place to assure the respect and upholding of rights of GWWDs a lot is still to be done in fulfilling these and have all GWWDS live in dignity. Challenges ahead are still many and it's our wish to see improved inclusion of women with disabilities in all government programs and plans and general disability mainstreaming among different stakeholders to create a joint advocacy effort for disability friendly environment and inclusion.

NUWODU in implementing the last Strategic Plan learnt a lot of lessons which have informed the design and plans for the next period but most importantly adopting a holistic approach to reach out to GWWDS hence the choice of the Strategic Focal Areas with clear target to reach the grass root women with disabilities effectively.

This strategic plan 2015-2020, recognises a new area of need to intervene into that is the GWWDs in Humanitarian situation. Uganda by our location and relative stability has attracted a number of refugees due to many conflicts in neighbouring countries, many of whom are women with disabilities but could not be integrated into our work because we didn't have humanitarian response as one of our areas of focus. Hence this Strategic Plan will help us reach out to these members through working with different actors both nationally and outside of the country to ensure they are part of the women with disability family in Uganda.

I would like to appreciate the contribution of all the Partners and stakeholders who have supported NUWODU for all this time especially DPOD, for the financial and moral support and ensuring NUWODU grows to where it is to continue advocating for the rights of GWWDs in Uganda.

Lastly I would like to call upon partners to support and work closely with us as we endeavour to reach out to the GWWDs in Uganda and assure their better lives through positive targeting and response with quality initiatives.

Rose Achayo Obol

Chairperson Board of Directors

EXECUTIVE SUMMARY

The National Union of Women with Disabilities of Uganda (NUWODU) is an indigenous organisation that was formed in 1999 with the overall purpose of bringing together all categories of girls and women with disabilities including the physically, sensory and mentally impaired women, as their umbrella organisation. NUWODU provides a strong voice for a common cause, particularly to defend, protect and promote the rights and advocate for equal opportunities for women and girls with disabilities. NUWODU's programmes are grounded on the following: advocacy, capacity building, research and documentation, resource mobilization, gender mainstreaming, networking, partnership and economic empowerment.

NUWODU developed a Strategic Plan for the period 2010-2014. As the Plan period came to an end, it was essential to develop a new forward-looking and aspirational roadmap in order to build on the achievements so far, also taking into account the changing environment within which NUWODU is operating. At the same time, the changing operating environment and the growing stakeholders' expectations require NUWODU to redefine its role and increase its effectiveness. NUWODU also needs to generate sufficient financial resources to sustain its operating expenses and development initiatives. In this background, NUWODU commissioned the development of the Strategic Plan 2015-2019. Future Options Consulting Ltd was engaged as an external consultant to lead the process.

The major purpose of the Strategic Plan for 2015-2019 is provide strategic direction to the organisation's activities over the five-year period, and also serve as the key tool both for mobilising needed financial and other resources, as well as spearheading the necessary collaborations and partnerships in support of NUWODU's work.

The Strategic Plan 2015-2019 was developed using a consultative approach through which inputs were obtained from NUWODU's member associations and other stakeholders. Four workshops were conducted in the central, western, eastern and northern regions of Uganda and four project sites were visited to assess the performance of NUWODU's projects, and to gain inputs directly from the members, beneficiaries, staff and other stakeholders at the grassroots. Several meetings were held with members of the NUWODU Board, management, donors, peer organisations and government ministries, in order to gain their views on the organisation's performance of the last strategic plan, as well as their expectations of the new strategic plan for 2015-2019. An organizational capacity assessment was also carried out in which the membership structure, governance, programmes, finance, human resources management, and NUWODU's ability to mobilize funds were assessed.

A contextual analysis of NUWODU's wider environment and a SWOT analysis were also carried out. The foundation factors of NUWODU's, the findings of the OCA, the lessons

learnt from the implementation of the last Strategic Plan (2010-2014), and the finding of the SWOT analysis were considered in the process of developing the Strategic Plan 2015-2019.

The Strategic Plan 2015-2019 was also developed within the wider context of the UN Convention on the Rights of Persons with Disabilities (CRPD), an international framework that strongly recognises the United Nations' Universal Declaration of Human Rights on matters of equality of all members of the human family (article 5), and the inalienable rights of each member as the foundation for freedom, justice and peace. The CRPD primarily focuses on the need for persons with disabilities to be guaranteed their full enjoyment of all human rights without discrimination, including their right to full and effective participation in society on an equal basis with others. It also evokes the Convention on the Elimination of all forms of Discrimination against Women and the Convention on the Rights of the Child, and particularly focusing on the rights of Girls and Women with disabilities (article 6 and 7), and others. The CRPD emphasises the importance of mainstreaming disability issues as an integral part of relevant strategies of sustainable development.

Another important consideration was the UN Sustainable Development Goals (SDG) 2015 that provides even a much wider context to NUWODU's overall objectives. In particular, Goal 1 of the SDG targets to end extreme poverty; Goal 2 purposes to promote economic growth, and to realise sexual and reproductive health and rights for all; Goal 3 purposes to ensure effective learning for all children and youth; Goal 4 purposes to achieve gender equality, social inclusion and human rights; and Goal 5 purposes to achieve health and wellbeing for all ages. The Uganda National Development Plan 2015/2016 (once available) also ought to be considered.

From the above process, the Strategic Plan 2015-2019 was developed with the theme *mainstreaming girls and women with disabilities in the development process*. Five strategic focal areas were identified, under which realising strategic objectives were defined. The strategic focal areas of the Strategic Plan and the objectives are summarised here below:

(i) Gender and Women Empowerment: Gender mainstreaming and advocacy will remain NUWODU's central approaches, through which the organisation will continue to advocate for the rights of GWWDs and to further promote their livelihoods by building their leadership and entrepreneurship capacities, and in starting micro businesses. NUWODU also plans to put more emphasis on control and access to resources by women with disabilities especially land as an essential resource. This strategic focal area specifically draws from article 6 of CRPD that recognises girls and women with disabilities to be subjects of multiple-discrimination, and thus promotes the full and equal enjoyment by them of all human rights and freedoms. The article strongly calls on governments to ensure appropriate measures that guarantee the development and empowerment of

GWWDs to allow them exercise and enjoy all human rights, including that of participation in development processes.

- (ii) Health:** NUWODU plans to promote the right to inclusive healthcare for GWWDs by state and non-state actors, thereby promoting quality health care for GWWDs mainly focusing on the areas of sexual and reproductive health and HIV/AIDS. This will be achieved mainly through health education and advocacy, as well as sensitization programmes and enhancement of access to quality medical services and rehabilitation for GWWDs.
- (iii) Education:** NUWODU plans to promote the inclusion of GWWDs in formal and non-formal education in order to enhance their access to employment and participation in civic and economic processes.
- (iv) Research and Documentation:** NUWODU plans to lead research, documentation and dissemination of information in the areas of gender and disability in Uganda, particularly focusing on GWWDs issues. The acquired information is intended to be used to promote evidence-based advocacy, and to influence policy development in relation to GWWDs.
- (v) Organisational Development:** NUWODU plans to strengthen its own institutional capacity, as well as that of its members to effectively fulfill its mission and objectives, and to enable its members to support girls and women with disabilities at the grassroots.

In terms of sustainability, NUWODU plans to do the following: Develop and implement a fund development policy, establish a fundraising function in the organisational structure with a plan, strengthen its brand as a prerequisite for fundraising, and explore different fundraising opportunities and hold fundraising events.

The Board of Directors, responsible to the supreme body of the General Assembly, will be take responsibility for the implementation of the new plan in conjunction with the Secretariat. The BOD will ensure that the annual plans are prepared within the framework of the Strategic Plan and meticulously implemented, and make progress reports to the GA.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Organization

The National Union of Women with Disabilities of Uganda (NUWODU) is an indigenous disabled womens organisation that was formed in 1999 with the overall purpose of bringing together all categories of girls and women with disabilities including the physically, sensory and mentally impaired women, as their umbrella organisation. NUWODU provides a strong voice for a common cause, particularly to defend, protect and promote the rights and advocate for equal opportunities for women and girls with disabilities. NUWODU's programmes are grounded on the following: advocacy, capacity building, research and documentation, resource mobilization, gender mainstreaming, networking, partnership and economic empowerment.

NUWODU's membership comprises of groups of WWDs, both uni-disability and cross-disability groups, existing national associations of WWDs, as well as the Uganda Parents Associations of Children with Learning Difficulties. Being an umbrella organization, NUWODU facilitates organisations for women with disabilities, provides information and guidance to individual groups, and advocates for their rights at all levels.

In 1999, NUWODU was established with the membership of 45 district associations. As of March 2015, NUWODU has a membership of 59 district associations, which represents over 50% of 114 districts in Uganda, and six Disabled Peoples Organisations.

1.2 Foundation Factors of NUWODU

The Foundation Factors are the fundamental principles that guide the overall goals, activities and operations of NUWODU. These include mission, vision, core values and objectives of the organisation.

Vision: A society where women and girls with disabilities live dignified lives.

Mission: To promote social, cultural, economic and political advancement of girls and women with disabilities through advocacy for their effective participation in development.

Core Values: The core values of NUWODU are as follows:

- Respect
- Love
- Transparency
- Dignity
- Unity in diversity
- Accountability

Objectives

NUWODU was established with the following objectives:

- i). Address the special needs of girls and women with disabilities in Uganda.
- ii). Strengthen the decentralised, grass-root groups of women with disabilities in Uganda through building their capacities, training, education, and provision of assistive devices.
- iii). Act as a coordinating and monitoring body and establish an information centre for women with disabilities in Uganda.
- iv). Advocate for equal opportunities and rights for women with disabilities regardless of age, nature of the disability, tribe or religion.
- v). Unite groups of girls and women with disabilities at the grassroots and the existing national organisations of women with disabilities.
- vi). Mobilise resources for programmes of girls and women with disabilities regardless of age, nature of the disability, tribe or religion.

1.3 Governance Structure

According to the Constitution of NUWODU, the overall responsibility for governance, oversight and decision making on all key matters are vested with the Board of Directors. The Board of Directors consists of twelve members who are elected by the General Assembly.

The Executive Secretary appointed by the Board leads the day-to-day management of the organisation and the implementation of Board decisions and plans.

1.4. Background to the Strategic Plan

NUWODU developed a Strategic Plan for the period 2010-2014, and as the plan period came to an end, it was essential to develop a new forward-looking, aspirational roadmap to building on the achievements so far, taking into account the environmental changes. At the same time, the changing operating environment and the growing stakeholders' expectations required NUWODU to redefine its role and increase its effectiveness in the disability work. NUWODU also needs to give more focused attention to generating financial resources to sustain its operating expenses and development initiatives. Similarly, the new strategic plan built upon NUWODU's achievements from the preceding strategic plan, and took into account the vital lessons learnt.

A strategic plan was therefore developed for the 2015-2019 period, the major purpose of which is to provide strategic direction to the organisation's activities over the five-year period, and serve as the key tool both for mobilising needed financial and other resources, as well as spearheading the necessary collaborations and partnerships in support of NUWODU's work.

In this background, NUWODU commissioned the development of the Strategic Plan 2015-2019. Future Options Consulting Ltd was engaged as an external consultant to lead the process.

1.5. The Process of Developing the Strategic Plan 2015-2019

A participative approach was used throughout the process of developing the strategic plan. Four workshops were conducted in the central, western, eastern and northern regions of Uganda for purposes of receiving the input from NUWODU's member associations and other stakeholders. In addition, four project sites were visited to assess the performance of the projects and to obtain input directly from the beneficiaries, staff and other stakeholders at the grassroots.

During the planning process, several meetings were held with members of the NUWODU Board, management and staff, development partners, peer organisations, and government ministries to receive information on the organisation's performance of the last strategic plan, the organisation's strengths weaknesses, opportunities and threats and their expectations from the new strategic plan.

An organisational Capacity Assessment (OCA) was carried out. This included a review of the current structure of NUWODU's membership was conducted, as well as its organisational capacity in terms of governance, programmes, finance, human resources management, as well as fund mobilisation. The findings were used in the preparation of the Strategic Plan 2015-2019.

The status of implementation of the Strategic Plan 2010-2014 was also assessed, and lessons learnt from the implementation of the last Strategic Plan (2010-2014) documented and given consideration in the development of the new plan. The foundation factors of NUWODU were reviewed to ensure that they are appropriate and remain relevant. NUWODU's wider context was also analysed, as well as a stakeholder analysis, and a comprehensive SWOT analysis also carried out.

A review of relevant International and National legal and policy framework was done in the development of the Strategic Plan 2015-2019. The following documents were reviewed- UN Convention on the Rights of Persons with Disabilities (CRPD), as well as the UN Sustainable Development Goals (SDG) 2015, Universal declaration of Human Rights, the International Convention on Economic social and Cultural Rights, UNCRC, CEDAW including African Charter on Human and Peoples Rights including the Optional Protocols,

National documents reviewed include the constitution of Uganda 1995, PWDs Act, NCD Act, Equal Opportunity Act, DVA Act, Penal code including other policies like the National

Development Plan 2015/16- 2019/20, Disability policy and Gender Policy. All these formed a strong rationale for the choice of strategic focus areas.

From the above process, the strategic focal areas for the new Strategic Plan (2015-2019) were determined. Thereafter, the strategic objectives, high level activities, logical framework, implementation plan, monitoring and evaluation plan, and a sustainability plan were also developed.

CHAPTER TWO

REVIEW OF THE IMPLEMENTATION OF THE STRATEGIC PLAN 2010-2014

The Strategic Plan 2010-2014 was developed with an overall goal of improving the standards of living of girls and women with disabilities. The approach to the implementation of the Strategic Plan was conducted in a gender-responsive manner under two broad approaches:

- i. Capacity building of GWDs and WWDs
- ii. Advocacy for the inclusion of GWDs and WWDs in all development endeavors.

The programme and thematic areas of the Plan are given in Table 1 below:

Table 1: Key Programmes and Thematic Areas of the Strategic Plan 2010-2014

S/No.	Programme Area	Themes
1	Capacity Building	<ul style="list-style-type: none"> • Leadership development • Gender • Human rights • Lobbying and advocacy • Networking and collaboration
2	Health of GWDs & WWDs	<ul style="list-style-type: none"> • Reproductive health and disability • HIV/AIDS and Disability.
3	Economic Empowerment	<ul style="list-style-type: none"> • Entrepreneurship development • Employment and disability • Education and training • Establishment of linkages with poverty eradication initiatives of government and NGOs
4	Research and Documentation	<ul style="list-style-type: none"> • Employment • Education • ICT • HIV/AIDS • Reproductive health • Other emerging issues
5	Institutional strengthening	<ul style="list-style-type: none"> • Sustainability • Resource mobilization • Human development programmes • Association building • Communication

2.1 Status of Implementation of the Strategic Plan 2010-2014

The section below outlines the status of implementation of the Strategic Plan 2010-2014 in each programme area, based on self-assessment. (Details are in Annexure 1).

i. Strategic Objective 1: To improve incomes of girls and women with disabilities by 2014.

Under this objective, NUWODU aimed at training GWWDs to enable them to be involved in income generating activities (IGAs). The programme activities involved advocacy, media campaign and supporting GWWDs to access credit facilities by forming saving and credit associations and through microfinance institutions. 67% out of the targeted 1,440 GWWDs were trained in IGAs. Detailed data on the achievement of the baseline survey is not available and monitoring and evaluation was not carried out. From the data available, it can be seen that other objectives were only partly achieved.

ii. Strategic Objective 2: To mitigate the effects and risks of reproductive health and HIV/AIDS among girls and women with disabilities by 2014.

Under this objective, NUWODU aimed at establishing the status of GWWDs living positively and conduct sensitization programmes and increase access to health services in the area of reproductive health. NUWODU actively participated in several HIV/AIDS policy initiatives. NUWODU managed to identify the status of GWWDs living with HIV/AIDS in seven districts out of the target of 16 districts, and was also successful in implementing the majority of the planned activities under this strategic objective.

iii. Strategic Objective 3: To advocate for mainstreaming of gender concerns of GWWD's into development policies and programmes by 2014.

Under this objective, NUWODU planned to develop, sensitize and mainstream gender policies, and the following were achieved: a gender policy was developed and implemented; and programmes that mainstreamed gender concerns were developed and implemented. NUWODU also worked with DPOs, as well as Women Organisations and government departments by conducting sensitisation workshops on mainstreaming matters of WWDs, and influencing their gender policies. NUWODU also attained an important role on the Civil Society Budgetary Group that presented a number of issues to several parliamentary committees. Work on influencing M&E tools of various government ministries to be disability-sensitive is still ongoing.

iv. Strategic Objective 4: To advocate for the rights of GWWDs by 2014.

NUWODU focused on sensitising GWWDs and boys in and out of school, as well as male family members on the rights of G&WWDs, and the following achievements were made: sensitisation for girls with disabilities in and out of school on their rights; sensitisation workshops for WWDs and male members of their families on the rights of G&WWDs;

domesticated the UN Convention on the rights of persons with disabilities; and the enactment of disability-sensitive bylaws in four districts- Mpigi, Gulu, Nebbi and Kamuli. Other achievements: conducted a baseline survey on the rights of G&WWDs; developed and availed materials on human rights and advocacy; trained members of NUWODU and family members of G&WWDs on human rights; developed and submitted policy briefings in the areas of reproductive health, micro finance, and gender based violence; continuous media campaigns using various media; and attained enhanced representation of G&WWDs on the Equal Opportunities Commission, Higher Education Funding Scheme and Higher Council for Education. Activities not achieved: sensitisation of boys on the rights of GWDs; and making available disability friendly laws.

v. Strategic Objective 5: To strengthen NUWODU institutional capacity by 2014.

Under this objective, the focus was on ownership of NUWODU by G&WWDs and improving the quality of service delivery. The following achievements were made: enhanced participation of G&WWDs in the affairs of NUWODU; management ensured quality and effectiveness in the implementation of activities; quality staff attracted and retained over the last 5 years, and a strong BOD giving direction to the matters of the organisation; all planned staff positions were filled; the office was equipped with new computers and 3 vehicles. Activities successfully achieved include: skill-needs assessment and a staff development plan, and implemented among staff and BOD; a resource mobilisation strategy is in place; official website was updated; and a staff and BOD retreat. Partly achieved were: acquisition of land for own office premises but construction was not achieved; new districts adopting sub-county structures in connection to the work of G&WWDs. Not achieved at all: all fundraising plans were not achieved; development of a management and information system; and implementing an M&E system.

2.2 Lessons Learnt from the Implementation of the Strategic Plan 2010-2014

NUWODU was able to achieve some of the objectives set in the Strategic Plan 2010-2014, which other objectives were either partly achieved or not achieved. However, the implementation of the Plan was a rich learning experience and the key lessons learnt are as follows:

- i). Plans and Funding:** Several activities were not accomplished due to a shortage in funding. It is essential for NUWODU to put in place a resource mobilization strategy, as well as a concrete fundraising plan with resource mobilization projects to generate alternative sources of income to support new and ongoing activities, and also to mitigate such unforeseen financial situations. This will in the long-run, contribute to programme sustainability.

- ii). **Monitoring and Evaluating System:** The absence of an M&E function resulted in several activities not being accomplished, evaluated or simply not being followed up. It is therefore necessary to develop a functional monitoring and evaluation system, and assign the role to a specific member of staff.
- iii). **Development Partner Goals and NUWODU Plans:** Several plans were not executed either because the development partners did not provide a budget to support specific activity or simply because such activities were outside the scope of development partner programme areas. It is, therefore, essential for NUWODU to gain full knowledge of the development partner interests and their wider development goals, and as far as it is reasonable, align its strategic objectives with those of the donors.
- iv). **Sustainability:** NUWODU is dependent on development partners for funding of its programmes, and this presents a major challenge in terms of sustainability. The ability of NUWODU to manage the factors governing the sustainability of its programme will be of great strategic importance. As the support of one of its main development partners will soon phase out, it is essential and urgent for NUWODU to diversify its sources of funds in order to sustain its programmes.
- v). **Clarity on Membership:** The constitution of NUWODU provides that full membership will be accorded to district associations of GWWDs, as well as district and national associations of other women groups operating in the area of disability. However, there has been an occasional tendency to focus on individual GWWDs in the overall operations of NUWODU. This is inconsistent with the organisation's constitution, and may strain NUWODU's capacity. With NUWODU's limited resource base, it will be essential to focus its efforts and resources on building the capacities of their member associations, so that in turn the associations can support the needs of the individual GWWDs.
- vi). **Implementation Approach:** Whereas the vision of NUWODU requires it to achieve its objectives through advocacy, there has been a tendency from time to time, to involve in service delivery at grass-root level. This practice is not only contrary to the organisation's approach of advocacy, (and however occasional this may be), it is likely to strain the organisation's capacity to deliver.
- vii). **End-of-Programme Evaluation:** It is essential to conduct an independent end-of-programme evaluation at the end of the strategy, the need for a proper (internal) mid-term evaluation, notwithstanding.

CHAPTER THREE

CONTEXTUAL ANALYSIS

A critical analysis of the operating environment is essential for developing a strategic plan that can successfully be implemented in the given environment. This section covers an analysis of both the external and internal analysis of NUWODU.

3.1 External Analysis

This section considers the social-economic, political, legal, technological environment in which NUWODU operates.

i. Socio- Economic Scenario

Uganda National Household Survey (Uganda Bureau of Statistics Report 2011) estimates that 16% of Uganda's population (5.4 million) suffers from one form of disability or the other. 90% of PWDs live in rural areas. Rights for disabled persons, girls and women with disabilities (GWWDs), are as important today as they were when NUWODU set out as an organization in 1999. In order to provide a more current picture, it will be essential for NUWODU to consider the outcomes of the 2014 national population census so as to incorporate and particularly reflect on those aspects that will affect organisations working in the disability and women sectors, which outcomes were not available at the time this strategic plan was developed.

Women and men, with or without disabilities, have different life experiences due to biological, psychological, economic, social, political and cultural attributes. Patterns of disadvantage are often associated with the differences in the social position of women and men, and these gendered differences are even more pronounced in the life experiences of women and men with disabilities. Women with disabilities face multiple forms of discrimination and are often more disadvantaged than men with disabilities in similar circumstances.

The challenges faced by GWWDs include high levels of neglect, malnutrition, infectious diseases like HIV/AIDS infection, illiteracy, non-existence of inheritance rights, discrimination and stigmatisation within the institutions of family and marriage, and exclusion from opportunities for education and employment. WWDs are largely excluded from leadership roles in the social, employment and political circles.

The above factors have also culminated into the marginalization of girls and women with disabilities from accessing financial and other economic resources, hence the perpetuation of chronic poverty among them.

The Ugandan economy has been growing at an average rate of 5% over the period 2010-2014 and the economy is projected to grow at an average rate of over 6% over the next five years. However, the gains of the economic growth may not reach the disabled persons, particularly GWWDs unless special care is taken to ensure their accessibility to such opportunities.

In fact, disability has over time become a development issue, because of its multi-dimensional link to poverty. Disability may increase the risk of poverty and conversely, poverty may increase the risk of disability. A growing body of empirical evidence from across the world indicates that people with disabilities and their families are more likely to experience economic and social disadvantage than those without a disability. In this background, the vision, mission, objectives and activities of NUWDODU remain relevant and valid.

In a rather tacit connection with the above situation, is the emerging need for attention to the plight of G&WWDs living as refugees in Uganda, coming from the neighbouring countries of South Sudan, Congo (DRC), Somalia, Eritrea, Burundi, Rwanda and Ethiopia. . Refugee GWWDs not only suffer all manner of disadvantage like their disabled Ugandan counterparts, they suffer even more extreme forms of discrimination and marginalisation owing to the vulnerabilities that come along with the fact that Uganda is not their home country, that simply aggravates their situation.

In their report *From the Frying Pan into the Fire*, the Refugee Law Project (April 2014) highlights a host of major challenges that girls and women living as refugees in Uganda suffer. The report that also lends a significant part of its scope to the plight of refugee girls and women with disabilities, speaks about all manner of severe abuse, ills, and all form of discrimination and stigmatisation that refugee GWWD suffer during their stay in Uganda, that include gender based violence; outright sexual abuses such as rape; discrimination in the area of work; extreme poverty and malnutrition. The report also outlines the different vulnerabilities that this category of refugees suffers in addition to the above, as well as their feeble coping mechanisms.

Even though humanitarian response may not be in the mandate of several organisations working in the disability sector in Uganda, the plight of the refugee GWWD living in Uganda should gain their attention. In this respect, the prospects of providing voice and support to the many GWWDs living as refugees in Uganda should not only attract NUWODU as a key player in the disability sector, it may also offer opportunities for funding and programmatic collaborations with like-minded organisations, including UNHCR and UNICEF. We believe that this could form a valuable addition to NUWODU's programme portfolio. NUWODU could in a not such a distant future, embrace the opportunities that the above situation offers in support of this international humanitarian situation.

ii. Political and Legal Environment

The disability concerns have been enshrined in the Ugandan Constitution of 1995 and have subsequently been addressed through a number of legal provisions. These include the Parliamentary Elections Act 2010; the Children Act 2013; the Local Government Amendments Act 2010; the Land Act 1998; the Uganda Communications Act 2013; the Traffic and Road Safety Act 1998; the UNISE Act 1998 and the Movement Act 1998; the Persons with Disabilities Act 2006; the National Council for Disability Act 2003; the BTVET Act 2008; and the United Nations Convention on the Rights of People with Disabilities (CRPD). Each of these legal provisions has helped in mainstreaming disability concerns in matters they regulate and the solution has always been geared to improving accessibility of persons with disability to all environments of the Ugandan Society and provision of equal opportunities to persons with disabilities to increase their capacity to participate in the development of the Ugandan society.

The government of Uganda has recently gazetted (April 2015) the Non-governmental Organizations (NGOs) Registration (Amendment) Bill, which if it became law, will bar all NGOs from engaging in partisan political activities. The Bill purposes to extend government powers to monitor NGOs, including their sources of funding. Such developments therefore highlight the need for NGOs engaged in the work of advocacy for rights of all sorts, to be cognizant of the changing social, economic and political environment within which they are operating, and the need to adapt to the country's wider legal requirements.

Despite many improvements in political representation for disability, and favourable legal framework in Uganda, evidence indicates that disability is this far not so strongly regarded as a human rights issue that needs as much attention as other issues in this area. In the same breath, the Ugandan disability movement has continued to rigorously advocate for mainstreaming disabilities as a vital human rights issue, and as part and parcel of the country's development process. These efforts need to be backed up with active implementation of the good laws already in place.

iii. Technological Environment

The global technological advancement particularly in the area of telecommunication offers huge opportunities and potential for addressing the some needs of people with disabilities. Uganda has an estimated 20 million mobile phone users out of a population of 35 million. Internet accessibility has steadily increased over the last 10 years, and this offers opportunities for GWWDs to use new technologies to improve their day-to-day communications and information flow, thus improving their lives in general. For example, the use of braille-oriented computers, as well as modern hearing aids and hand-held devices with appropriate features, can help to support the needs of GWWDs in terms of banking, communications,

mobility and traffic management. These technologies can also help NUWODU to communicate more efficiently with its members. These new technologies could also offer opportunities for NUWODU to build its brand and to reach out more effectively to its stakeholders. In this respect, NUWODU will take the lead in exploring these and other technologies with potential to support the lives of G&WWDs.

iv. Funding and Donors

Globally, funding for NGO activities has reduced on account of the changing global financial situation and Uganda is not an exception. Government funding is also affected by budget cuts prevailing among the developing nations.

The number of organisations that provide funding support to the work of PWDs is significantly small within the Ugandan context in comparison with the number that supports other sectors of the international development work. Therefore, NUWODU competes for the same resources from the same development partner organisations as the rest of PWD organisations. This limits the prospects for funding and makes the receiver programmes vulnerable.

Development partner organisations do have specific focus areas of programming e.g. while some may support social development programmes like livelihood skills and HIV/AIDS; others support rights to political representation and leadership for PWDs. NUWODU will need to identify the meeting points between donor interests and its own objectives in its search for development partner support. The gender-focused approach to NUWODU's programmes puts NUWODU in a unique position for accessing development partner support for programmes that promote affirmative action among women.

3.2 Internal Analysis

This section focuses on internal factors of NUWODU that influence the implementation of the strategic plan:

i. Membership

NUWODU's membership comprises of all groups of GWWDs, district associations and Disability Peoples Organisations. NUWODU is a unique organisation that provides a platform for women and girls with disabilities to defend, protect and promote their rights and advocate for equal opportunities. NUWODU's unique position gives it leverage to articulate and address gender issues of disabled persons even with the existence of other organizations operating in the area of empowering persons with disabilities.

NUWODU is in a position to reach out to the grassroots level through the district associations. As of March 2015, NUWODU has a membership of 59 districts out of the total of 114 representing over 50% of the districts in Uganda. However, the district associations

have limited financial and organisational capacity to plan and implement programmes for GWWDs effectively and also participate in the initiatives of NUWODU. At the same time, NUWODU also lacks capacity to support all the district associations financially. This necessitates a review and rationalisation of the optimum membership structure of NUWODU.

It is also pertinent to note that potential and existing members of a membership organisation need incentives to seek and maintain their membership, and to participate actively in the activities of such organisation. The membership organisation will likewise have expectations on its members. In other words, the members do not only have expectations, they also have obligations to fulfill.

ii. Governance and Management

The constitution of NUWODU provides for the General Assembly, which is the supreme body vested with powers to elect and appoint the Board of Directors. The Board of Directors has the overall responsibility for governance, oversight and decision making on all key matters. The Board of Directors consists of twelve members. The Executive Secretary appointed by the Board leads the day-to-day management of the organisation and the implementation of Board decisions and plans.

NUWODU has clear vision and mission statements centered on their work of advocacy for WWDs. Both the vision and mission are still relevant. Governance of NUWODU has been democratic, effective in oversight of finance and administration functions and has in general ensured adherence to provisions of the organisation's constitution and policies.

However, there have been situations when the Board's involvement in certain aspects of the organisation was more than significant. While control is essential, a more balanced role of the Board will actually make the management stronger, and more effective in implementing the organisation's programmes. Further, a review of NUWODU's constitution (developed more than a decade ago) will help to address some of the challenges of the current operating environment.

iii. Human Resources

NUWODU has a team of 18 staff headed by the Executive Secretary, who together with the Programme Manager and Finance and Administration Manager form the management team. While NUWODU has a human resource policy, it does not have a clear human resource function or personnel to manage the human resource processes. The organization needs to focus on strengthening the human resources capacity. The staff salary and benefits structure is not competitive enough to attract, retain and motivate staff.

iv. Finance Management

NUWODU operates an annual budget of about Ugx 1 billion (2014), provided by its major development partners that include DPOD, Open Society and others. NUWODU's financial

management is built on policies, guidelines and procedures in the finance and administration manual. The finance and administration policy (2007) however, needs to be reviewed and strengthened.

v. Programme Management and Implementation

NUWODU's programmes were grounded on the following: lobbying and advocacy, capacity building, research and documentation, resource mobilization, gender mainstreaming, networking, networking and partnership, and economic empowerment. NUWODU is currently implementing 3 projects as follows:

- i). Gender and Women Empowerment
- ii). Rights of Persons with Disability/SRHR
- iii). Gender Based Violence

The thematic areas of NUWODU are highly relevant to the community and to the stakeholders, including the Government and development partners. However, there are a few challenges in the area of programme management and implementation that need attention.

NUWODU's programme reach is limited. NUWODU lacks an independent M&E function, and because of this, the project documentation and publication functions are weak. While the NUWODU management and staff team continue to demonstrate commitment to implementing the organisation's programme, the issues stated above need to be addressed.

vi. Fund Development and Resource Mobilization

NUWODU is largely dependent on a few development partners, and receives 99% of its budget through such support. Further, one of the key partners is in the process of phasing out, and there is a need for NUWODU to focus on the issues of sustainability.

Whereas NUWODU continued to receive its funding from key development partners, there is a need to diversify and expand the organisation's funding base. In order to attract funding by its development partners, it is necessary for NUWODU to appreciate her partners' current development goals and interests, and take note of any major changes that occurred in the respective development partners' goals and interests, and subsequently to carefully identify areas of common interest (both to the NUWODU and the partners), in which case collaboration can further be nurtured. This will form the ground for NUWODU to further develop areas of programme alignment with a purpose to meeting the expectations of donors, also ensuring that such programme alignment strongly keeps within the overall vision, mission and constitutional framework of NUWODU.

The fund development responsibility including the roles of Board members and management are not strongly projected in the organisation's constitution, rendering local fundraising efforts

to a minimum. In addition, NUWODU does not have an established M&E function, and donor reporting requires improvement.

The external relations function of NUWODU is weak in terms of the support that this could render to fundraising and for the same reason, any potential in the area of Corporate Social Responsibility has not been sufficiently exploited. Efforts to build the NUWODU brand in the minds of the general public as an organization that supports an important social cause is not palpable. A strong brand is a major ingredient in paving the way for local fundraising, and in creating an income stream.

Even though NUWODU has acquired a plot of land at Gayaza, a suburb of Kampala, and has the aspiration of developing an office block and other facilities, it lacks the capital for developing the property.

vii. External Relations Management

The external relationships of NUWODU with the development partner community, government and local authorities and peer organizations are good at one level though it falls short of providing fundraising capability to the organization.

NUWODU does not show evidence of strong relations with the corporate world, which could pave the way for fund mobilization through various activities such as participation in Corporate Social Responsibility initiatives. NUWODU also has not been quite effective in articulating its roles and contributions to the general public, and has neither created a strong name recognition nor an emotional bond owing to the weak brand. On the contrary, a strong brand will create the essential bond with both the public and potential donors.

CHAPTER FOUR

SWOT ANALYSIS

The section below summarizes the most dominant internal factors (strengths and weaknesses) as well as the external factors (opportunities and threats) that currently impact on the operations of NUWODU and focuses on how these can be reworked to bring strong advantage to the organisation.

i. Strengths

NUWODU advocates for the rights of GWWDs, thus providing them a strong voice to air their concerns in life, and enhance their self-worth. NUWODU has a membership of 59 district associations allowing it to reach out to over 50% of the districts in Uganda and a big number of girls and women with disabilities at the grassroots. NUWODU's constitution enshrines democratic methods in choosing its leadership, allowing their grass-root members to participate in determining their leaders. This has won wide support to NUWODU's programmes from the local communities and local authorities where they operate. The constitution also provides strong direction to the Board and the management.

The policies and internal controls to guide operations are in place and the Board has been active in overseeing the aspirations. NUWODU has established a network of development partners, peer DPOs and other organisations which can be leveraged to expand the partner funding support.

ii. Weaknesses

NUWODU's financial resources are inadequate in comparison to the growing programme needs. There is a high dependence on only a few development partners. NUWODU has not been able to exploit opportunities of local fundraising. NUWODU's brand is weak for the purpose of fundraising.

Several aspects of NUWODU's constitution have become out of date e.g. the roles and responsibilities of the Board; membership categories, as well as their roles and responsibilities. NUWODU's obligations towards its members must also be evaluated. No criteria for extension of membership to new districts are in place, and such future extensions will stretch the organisation's resources. NUWODU's finance and HR policies were last reviewed over five years ago.

iii. Opportunities

NUWODU works in an environment with significant goodwill on the part of the district authorities, as well as the local communities where the organisation operates. This is also supported by several laws and policies by government, besides the international conventions

on the rights of disabled persons that in general support the PWDs movement (WWDs etc.), as well as the affirmative action for women. The disability movement continues strongly to attract media attention, as well as that of the many world governments and development agencies, and this is an important ingredient for any funding opportunities.

As part of the civil society in Uganda, NUWODU has the mandate to promote, complement, and supplement the role of the Government, as well as working with other organisations in the disability sector. For example, NUWODU works in a context where there are several peer organisations such as NUDIPU, UNAB, and UNAD. It will be essential therefore, for NUWODU to build its capacity and leadership in order to realise the aspirations not only of its members, but also those of its peer and other organisations in the disability sector. This will require substantial resources on the part of NUWODU, and also to redefine its programme approach and focus areas in order to remain attractive to these organisations.

iv. Threats

The biggest threat to NUWODU at the moment is the decline in development partner funding, which could undermine the NUWODU's financial stability. It is noticeable that NUWODU's programme goals and the changing development goals and priorities of partners may not easily converge, and this threatens future funding opportunities.

While there are many national laws and policies that support work in the disability and women sectors, their implementation is still weak, rendering them of limited consequence.

A number of disability organisations have emerged in the recent past, and the challenge of NUWODU is to differentiate itself in terms of role and impact.

4.1 Strategising for 2015-2019

In order to determine the priorities and strategies for the plan period of 2015-2019, it is essential to find ways of leveraging the strengths, addressing the weaknesses, harnessing opportunities and mitigating threats. Table 2 covers these aspects.

Table 2: SWOT Analysis

NUWODU Strategic Plan 2015-2019 - SWOT Analysis	
Strengths	How to Leverage the Strengths
i. Wide membership in 59 districts.	Use wide membership to create wider publicity, win new donors, CSR and government disability fund, and reach grass-root members.
ii. The constitution enshrines democracy in NUWODU's leadership and gives strong direction to the Board and management.	Enhance NUWODU's profile to gain credibility and development partner attention.
iii. The advocacy agenda gives a strong voice to girls and women with disabilities.	Keep advocacy central to NUWODU's vision and mission and gain development partner support.

iv. Relevant programmes in gender and disability.	Attract stakeholder goodwill and development partner funding.
v. Policies and internal controls in place to guide operations.	Internal controls can encourage development partners to offer further financial support and collaboration.
Weaknesses	How to Turn Weaknesses into Strengths
i. Certain gaps exist in NUWODU's Constitution.	Review and amend the Constitution.
ii. Membership categorization, roles and responsibilities are not sufficiently defined.	Define a Membership Charter
iii. No criteria for extension of membership to new districts in place.	Define criteria for extension of membership to new districts
iv. Inadequate financial resources.	Diversify funding sources
v. Fund development is not prominently projected in the organisation's structures.	Establish a Fund Development Plan and guidelines; appoint a responsible staff and extend BOD support.
vi. Inadequate alignment of some of NUWODU programmes with donors goals.	Research and identify the donor interests in the thematic areas of NUWODU, and determine the meeting points between donor interests and NUWODU's objectives. Ensure strong links between NUWODU mission and donor development goals, and make reasonable adjustments to match the donor funding requirements.
vii. NUWODU's visibility is inadequate.	Establish a brand building plan through publicity campaigns with media events, etc. Also define roles of the BOD, management, etc.
viii. Inadequate information on the target beneficiaries.	Put in place a management information system.
ix. Finance and HR policies were last reviewed over five years ago.	Review policies at least every 3 years.
Opportunities	How to Harness Opportunities
i. Goodwill of local government authorities, and local communities where NUWODU operates.	Further involve local communities and authorities to gain their support at grass-root programme level, and engage local volunteers and supporters.
ii. Supportive government policies and international conventions on the rights of disabled persons.	Use them to promote micro-enterprise for WWDs and to enhance programme sustainability.
iii. PWDs movement and affirmative action for women, in general attract attention of the world governments and development agencies offering funding opportunities.	<ul style="list-style-type: none"> • Incorporate activities promoting the implementation of government policies that relate to NUWODU programmes and use this to enhance visibility. Use these aspects in funding applications. • Incorporate strong programme aspects riding on gender mainstreaming, rights for GWWDs and legal framework. • Prioritise media events to publicize achievements.
Threats	How to Mitigate the Threats
i. Development partner phase-out may undermine the NUWODU's financial and programme stability.	Establish a strong fund development plan and implement it. Diversify sources of funding

<p>ii. Non-convergence of NUWODU's programme goals with the changing partner development goals and priorities.</p>	<p>Align NUWODU's programmes with partner development goals and priorities, focusing on what is relevant for both.</p>
<p>iii. The relevance of an effective umbrella organisation for GWWDs seen against the existence of other umbrella organisations for PWDs.</p>	<p>Evaluate NUWODU's current role, and differentiate its future role as an umbrella organisation and what it stands for in the fast-changing conditions, from that of other similar organisations. Capitalize on its current strengths to articulate its future role.</p>

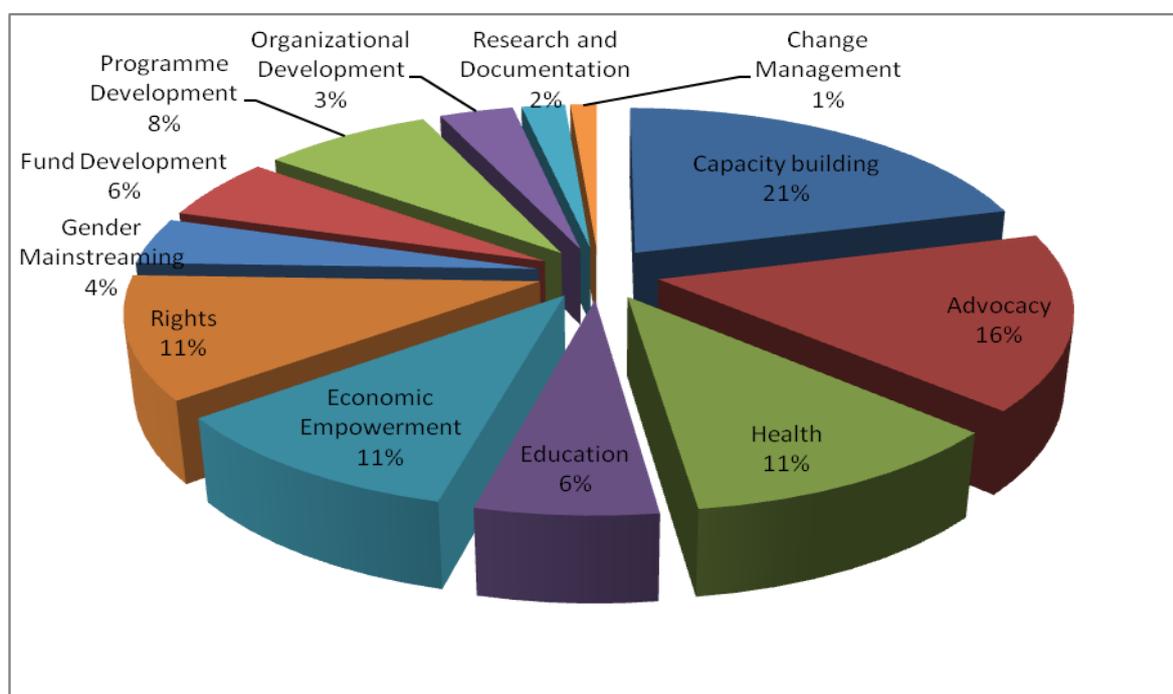
CHAPTER FIVE

STRATEGIC OBJECTIVES FOR 2015-2019

This chapter covers the five strategic focal areas and the underlying thematic areas that were determined, upon which strategic objectives for the period 2015-2019 were developed. The strategic focal areas and thematic areas were identified taking into account the fundamental factors, stakeholder expectations and findings of the SWOT analysis. In much the same way, the new strategic plan is built upon NUWODU's achievements from the preceding strategic plan, also taking into account the vital lessons learnt.

From the Strategic Plan development processes a number of priorities were identified as indicated in the chart below.

Figure 1: Priority Areas of the new Strategic Plan



The above pie chart clearly reflects the programme and capacity priorities that were identified from the consultative process, which then provide strong leads that point to given strategic areas that are in principle central to NUWODU's mandate. The groupings below elaborate this as follows:

Programmes: (Overall 48%) comprising *Rights*, *Advocacy* and *Gender mainstreaming* that are central to NUWODU's programme, including other non-core programme areas of *Health*, *Education* and *Economic empowerment*.

Capacities: (overall 39%) Organisational development, capacity building, change management, fund development, and organisational development and programme development.

It is therefore clear from the above that the following programme areas stand out:

Programmes: Gender, empowerment, health and education.

Organisational capacities: capacity development of the organisation and its members.

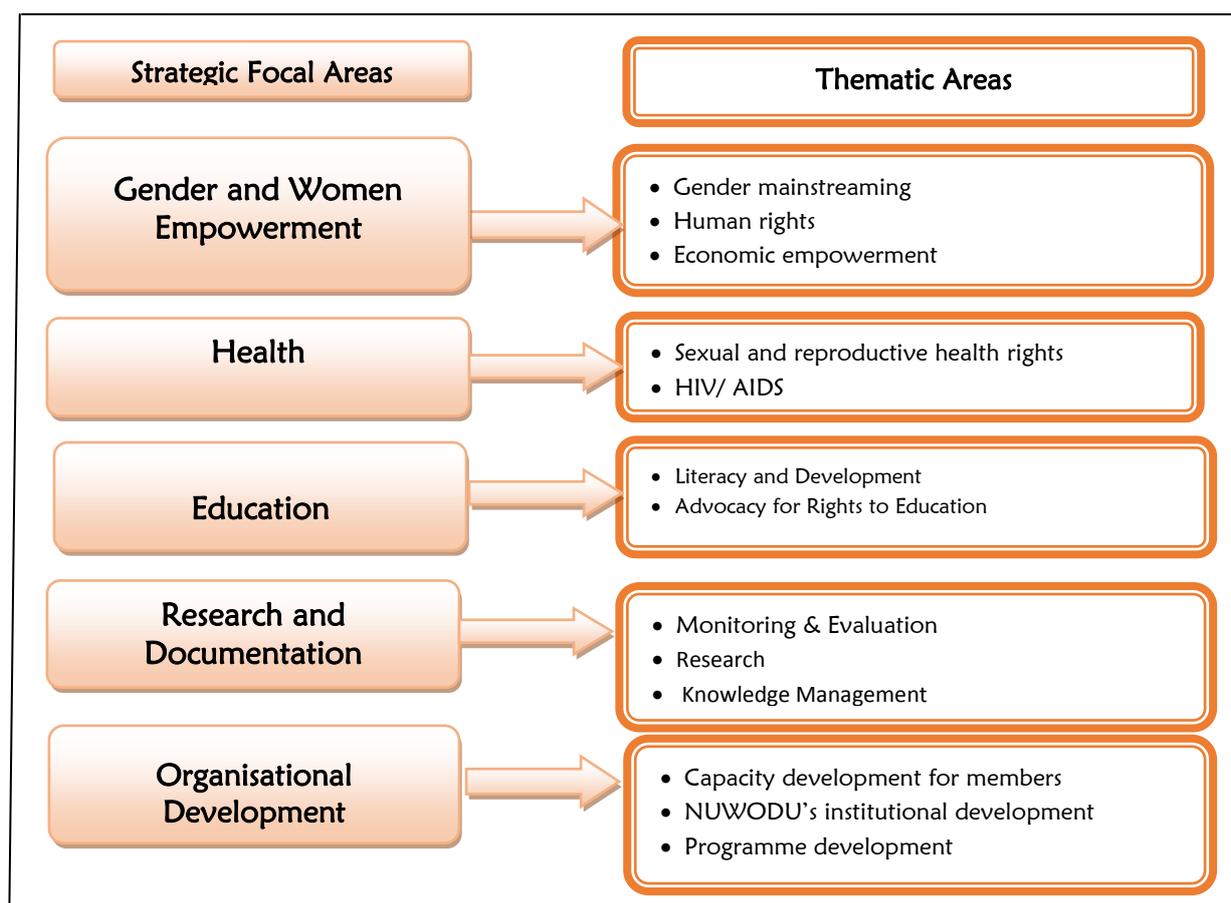
Support areas: Research.

From the above, leads to the strategic areas were formed, bridging the previous strategic plan (2010-2014) and the stakeholder inputs. The resultant strategic plan serves not only to provide direction to the organisation over the next five years, but also serves as a major tool for mobilising needed financial and other resources to support the activities under the strategy, and for establishing the necessary collaborations and partnerships to support the programmes.

5.1 Strategic Focal Areas

The focal areas of the Strategic Plan 2015-2019 and the respective thematic areas are as follows:

Figure 2: Strategic Focal Areas and Thematic Areas



5.2 Rationale for the Strategic Focal Areas

Below is the rationale for each focal area, mainly premised on the stakeholder consultations:

- i. **Gender and Women Empowerment** : The approach to NUWODU's programme is principally founded on advocacy, gender mainstreaming and empowerment of girls and women with disabilities also significantly premised on article 6 of the UN CRPD which recognises girls and women with disabilities to be highly susceptible to multiple-discrimination and various forms of violence. The Convention therefore advocates for the full and equal enjoyment of all human rights and freedoms by GWWDs, thus justifying the NUWODU's mandate not only to create a strong voice for the rights of girls and women with disabilities, but also to empower them with the knowledge and life skills that they need, including G&WWDs in humanitarian crisis situations. The themes under this focal area are therefore, bound to have a profound impact on the entire strategy.
- ii. **Health**: Stakeholder consultations revealed the dire situation of girls and women with disabilities in the area of health, particularly in areas of sexual and reproductive health, and rights owing to discrimination and stigma, inappropriate facilities at medical centres, and the absence of relevant information in the areas of sexual and reproductive health rights and services, and HIV/ AIDS among GWWDs. Accordingly, the World Health Organisation Report (2011) *reveals "that People with Disabilities are more than two-times as likely to have health care providers with skills that are inadequate to meet their needs"*. The purpose here, therefore, is to make a stronger case for the rights of GWWDs to access quality health services.
- iii. **Education**: Higher levels of illiteracy are more prevalent among girls and women with disabilities than among those without disabilities due to stigmatization. The United Nations Educational, Scientific and Cultural Organization Report (2010) argues that, "*disability is one of the least visible but most potent factors in educational marginalization. Beyond the immediate health-related effects, physical and mental impairment carries a stigma that is often a basis for exclusion from society and school*". This focal area is not only intended to uplift basic literacy among GWWDs, but also to enhance their admission, retention and completion of educational programmes. It is intended to enhance opportunities in the world of work.
- iv. **Research and Documentation**: NUWODU has over the years developed a small but valuable research and documentation resource centre with basic research works and other informative materials on the disability sector and on girls and women with disability in general. Despite the past efforts by NUWODU, there is still a general lack of data and evidence-based research and information on disability in Uganda as a whole. In particular, very limited information is available on girls and women with disabilities in the national population census, and household survey reports, and other national documents.

It is therefore, incumbent on disability organisations like NUWODU to lead research in this area. Acquisition and application of such information will inform key areas for a wide range of stakeholders.

- v. **Organisational Development:** NUWODU has institutional capacity gaps as were identified in the organisational capacity assessment, including: absence of a membership charter for directing all matters of membership; absence of key functions like Communications, Human Resource management, M&E and Fundraising; absence of a Child Protection policy and others. In order to implement the programmes effectively, it is essential that NUWODU builds its own internal capacity that includes the development of new structures and policies, as well as enhancing the functions of the Board of Directors, management and staff; and the capacities of its member associations.

While NUWODU principally intends to achieve its strategy of 2015-2019 largely in collaboration with its member associations, there was an overwhelming expression of lack of institutional capacity at the association level. It therefore makes a strong case for NUWODU to strive to build the capacities of its members during the same period, particularly focusing on the associations' institutional abilities in the areas of leadership, financial management and resource mobilisation, to enable them make a strong impact on their members at the grass-root level.

It should be noted that advocacy shall remain the key, overall programme approach of NUWODU as it is also a crosscutting theme in the entire Strategic Plan 2015-2019.

5.3 Strategies,

Overall, NUWODU's programme is implemented through the following crosscutting strategies that also constitute the organisation's major programme approach:

- i). Lobbying and Advocacy
- ii). Human Rights
- iii). Capacity Building
- iv). Partnership and Networking
- v). Research and Documentation

Needless to say therefore, that the five overriding strategies (approaches) bring life to the objectives and activities within the strategic plan, and will be applied invariably across all the five strategic focus areas.

5.4 Strategic Objectives, Activities and Performance Indicators

This section outlines the five strategic objectives, as well as the related activities and performance indicators, as elaborated in Table 3.

Table 3: Strategic Objectives, Strategies, Activities and Performance Indicators

STRATEGIC FOCUS AREA 1: GENDER AND WOMEN EMPOWERMENT
<p>Purpose: Address NUWODU’s overall mandate of advocating for the rights of girls and women with disabilities and support the wider themes of inclusion, participation and gender mainstreaming.</p>
<p>Strategic Objective: To promote the participation and inclusion of Girls and Women with disabilities in the development process.</p>
<p>Indicators</p> <ul style="list-style-type: none"> • % of GWWDs included and participating in the Socio-economic development programs • 75% of GWWDs knowledgeable about their fundamental human rights by 2019 • Issues of GWWD reflected in at least 40% of sector plans, national policies and budgets (Gender, Health, Education and Finance and Planning) • Proportion of GWWDs who experienced GBV able to access comprehensive GBV services
<p>Activities</p>
<ul style="list-style-type: none"> i. Co-lead at least an annual national event on human rights offering opportunities to girls and women with disabilities to lead discussion on current disability issues. ii. Develop a team of civic educators in the member districts to promote awareness on the skill-needs in respect of civic grass-root leadership and electoral process requirements; also to promote inclusion in the actual electoral process. iii. Support WWDs to lead and participate in various debates e.g. in parliament, at local government level, etc. iv. Train girls and women with disabilities and caregivers on their rights and reporting structures. v. Hold advocacy and sensitization workshops for economic and leadership rights of GWWDs in all members districts. vi. Support member associations to access government and development partner support for programmes in economic empowerment. vii. Support member associations to conduct training for GWWDs in 75% of the member districts in micro enterprise and group formation. viii. Support member associations to access saving and credit schemes for their GWWDs in 60% of the member districts. ix. Establish a central database of GWWDs involved in income generating activities. x. Establish linkages with micro finance institutions to mainstream disability in their operations.
STRATEGIC FOCAL AREA 2: HEALTH
<p>Purpose: Realise the right to quality healthcare services for GWWDs.</p>
<p>Strategic Objective: To promote the Sexual Reproductive Health of GWWDs</p>
<p>Indicators</p>
<ul style="list-style-type: none"> • % of GWWDs accessing Sexual Reproductive Health services • Proportion of SRH service providers with disability friendly services • % of GWWDs with comprehensive knowledge on HIV/AIDS

Activities

- i. Lead the establishment of networks among strategic partners in various sectors (police, justice, medical centres, local advocates, paralegals and community activists, as well as rehabilitation services) in 60% of member districts to support various aspects of SRH and HIV/AIDS programs for GWDs.
- ii. Conduct trainings for member associations and healthcare providers in health rights in 60% member districts in support of SRH and HIV/AIDS.
- iii. Establish networks with schools and tertiary institutions in 60% of the member districts to implement inclusive health education programmes with an objective to reinforce retention of GWDs in school, and to promote role models in sensitising GWDs on issues of SRH and HIV/AIDS.

STRATEGIC FOCAL AREA 3: EDUCATION

Purpose: Ensure the right to inclusive quality education for GWDs.

Strategic Objective: To promote the inclusion of GWDs in formal and informal education

Indicators

- 80% of GWDs participating actively in the functional literacy programme at the community level.
- 50% of schools providing Special Needs Education (SNE) and number of GWDs benefiting from Special Needs Education (SNE) in member districts.
- % GWDs participating in simple skilling programmes.
- Number of GWDs who have benefited from affirmative action at all levels of education
- Increased enrolment of GWD at Primary and Secondary level in NUWODU target districts
- % of GWD retained and complete the basic education cycle

Activities

- i. Advocate and mobilise 80% of GWDs to actively participate in the functional literacy programme at the community level.
- ii. Promote the training and delivery of Special-Needs-Education at primary and secondary schools in member districts attended by GWDs through stakeholder workshops.
- iii. Negotiate certification for GWDs on simple skilling programmes.
- iv. Advocate representation of GWDs in government bodies on for mainstreaming disability in education and employment.
- v. Advocate for the suitability of requirements of GWDs to benefit from the education loan scheme.
- vi. Campaign for GWDs retention among school managers, parents and pupils; and increased participation of GWDs in academic and non-academic activities in schools.
- vii. Design programmes and curricula targeting out-of-school GWDs.

STRATEGIC FOCAL AREA 4: RESEARCH AND DOCUMENTATION

Purpose: Address the current gaps in information in the areas of gender and disability to support evidence-based advocacy for inclusion of GWWDs.

Strategic Objective: To lead research, documentation and learning in the areas of gender and disability, focusing on GWWDs in Uganda.

Indicator

- Number of research studies on issues of GWWDs conducted and published
- Robust M&E framework established to facilitate learning for better programming
- Number of interventions designed as a result of research studies undertaken

Activities

- i. Conduct baseline surveys on disability issues, gender and development in all districts.
- ii. Document and publish research works in the areas of SRH, HIV/AIDS, education, as well as gender and development.
- iii. Establish partnerships with like-minded organisations/ institutions to conduct joint research on disability and women issues.
- iv. Develop internal research capacity in order to initiate, lead and advance research projects in a collaborative and a participatory manner.
- v. Develop policy briefings, and share this with relevant authorities and users.

STRATEGIC FOCAL AREA 5: ORGANIZATIONAL DEVELOPMENT

Purpose: Improve institutional, operational and management capacities of NUWODU to enhance the organization's sustainability.

Strategic Objective: strengthen the institution capacity of NUWODU and her members to effectively fulfill its mission and objectives.

Indicators:

- Existence of up to date policies systems and procedures in NUWODU
- Increased resource base for NUWODU
- % of NUWODU member Associations with functional organizational structures

Activities

- a) **Capacity Development** (internal institutional abilities and structures of both NUWODU and member associations to lead and implement programmes)
 - i. Establish and implement a Membership Charter.
 - ii. Develop and maintain an up-to-date Membership Register.
 - iii. Establish new functions and fill approved positions at the Secretariat: monitoring and evaluation

(M&E); Communications; Fund Development; and Human Resource Management.

- iv. Orientation and training of new staff.
- v. Develop and implement a performance management system for staff.
- vi. Develop and implement a training programme for management and staff, Board of Directors, and member associations in leadership and governance; programme development; and monitoring and evaluation; proposal writing; fund development, resource mobilisation and management.
- vii. Establish guidelines (manuals) for: programme development and implementation; M&E; fund development; and membership development, with clear roles for staff and management, BOD, and member associations in the respective areas.
- iii. Establish and implement a Child Protection Policy across the NUWODU membership.
- ix. Review and strengthen the Finance and Administration, and HR Policies.
- x. Assess the job market and align the staff remuneration structure with the market to improve staff retention.

b) Fund Development (abilities and structures to effectively mobilise resources)

- i. Develop and implement a strong fund development plan, embracing well-identified traditional and non-traditional funding sources.
- ii. Build a strong NUWODU brand capitalizing on media (including social media and campaigns), documentation and publications and networks among civil society, professional and social clubs such as Rotary and Lions etc.
- iii. Develop a fundraising strategy and plan under the domain of Corporate Social Responsibility (CSR).

CHAPTER SIX LOGICAL FRAMEWORK

The logical framework for the Strategic Plan 2015-2019 is given below:

Table 4: Logical Framework for the Strategic Plan 2015-2019

STRATEGIC FOCUS AREA 1 :

GENDER AND WOMEN EMPOWERMENT

Purpose: Address NUWODU’s overall mandate of advocating for the rights of girls and women with disabilities and support the wider themes of inclusion, participation and gender mainstreaming.

Strategic Objective: To promote the participation and inclusion of Girls and Women with Disabilities in the development process.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Girls and Women with Disabilities included in the development process in Uganda.</p>	<ul style="list-style-type: none"> • 50% of GWWDs included and participating in the Socio-economic development programs • 75% of GWWDs knowledgeable about their fundamental human rights by 2019 • Issues of GWWD reflected in at least 40% of sector plans, national policies and budgets (Gender, Health, Education and Finance and Planning) • Proportion of GWWDs who experienced GBV able to access comprehensive GBV services. 	<ul style="list-style-type: none"> • Intervention tracking database • Quarterly and annual reports vis-à-vis work plan schedules • Project evaluation reports • National survey reports (UBOS and UHRC reports among others) 	<p>Government sectors, development partners to support inclusion of girls and women with disabilities in development programs</p>
<p>Key Interventions</p> <p>i. Co-lead at least an annual national event on human rights offering opportunities to girls and women with disabilities to lead discussion on current disability issues.</p> <p>ii. Develop a team of civic educators in the member districts to promote awareness on the skill-needs in respect of civic grass-root leadership and electoral process requirements</p>	<p>i. Well-attended human rights event organised with NUWODU leadership.</p> <p>ii. WWDs elected into grass-root leadership positions in 20% member districts.</p>	<ul style="list-style-type: none"> • Meeting records and attendance register. • Number of WWDs in elected leadership positions 	<ul style="list-style-type: none"> • Availability of budgets • Donor support for the initiatives

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
iii. Support WWDs to lead and participate in various debates e.g. in parliament, at local government level, etc.	iii. Issues of GWWDs in debate at various forums.	<ul style="list-style-type: none"> Membership profiles from District Associations 	<ul style="list-style-type: none"> Willingness of MFIs to fund GWWDs
iv. Train girls and women with disabilities and caregivers on their rights and reporting structures.	iv. 75% of GWWDs participants aware of their rights and are able to report abuses.	<ul style="list-style-type: none"> Minutes of meetings Reports/statistic from civic bodies 	<ul style="list-style-type: none"> GWWDs meet the conditions of MFIs
v. Hold advocacy and sensitization workshops for economic and leadership rights of GWWDs in all members districts.	v. 30% member associations annually accessed funds from the government disability fund or donor sources.	<ul style="list-style-type: none"> Attendance register 	
vi. Support member associations to access government and development partner support for programmes in economic empowerment.	vi. 70% WWDs in each district trained in entrepreneurship and 65% of whom started small businesses.	<ul style="list-style-type: none"> Baseline survey Savings and credit register 	
vii. Support member associations to conduct training for GWWDs in 75% of the member districts in micro enterprise and group formation.	vii. Ten SACCO groups led by WWDs formed at the parish level and sustained in 50% member districts.	<ul style="list-style-type: none"> Database of GWWDs with incoming generating activities 	
viii. Support member associations to access savings and credit schemes for their GWWDs in 60% of the member districts.	viii. Five WWD groups in each of selected districts access credit from microfinance institutions.	<ul style="list-style-type: none"> Statistics of disbursement 	
ix. Establish a central database of GWWDs involved in income generating activities.	ix. 100% SACCO related activities pooled into a central database at NUWODU.		
x. Establish linkages with micro finance institutions to mainstream disability in their operations.	x. 70% of micro finance institutions in 100% member districts mainstreamed disability in their operations.		

Purpose: Realise the right to quality healthcare services for GWWDs.

Strategic Objective: To promote the Sexual Reproductive Health of Girls and Women with Disabilities

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Sexual Reproductive Health of Girls and Women with Disabilities promoted.</p>	<ul style="list-style-type: none"> 60% of GWWDs accessing Sexual Reproductive Health services Proportion of SRH service providers with disability friendly services 75% of GWWDs with comprehensive knowledge on HIV/AIDS 	<p>Intervention tracking database</p> <p>Annual and Project evaluation reports</p> <p>National health care reports</p>	<p>Positive response for Sexual and reproductive health partners</p>
<p>Key Interventions</p> <p>i. Lead the establishment of networks among strategic partners in various sectors in 60% of member districts to support various aspects of SRH and HIV/AIDS programs for GWWDs.</p> <p>ii. Conduct trainings for member associations and healthcare providers in health rights in 60% member districts in support of SRH and HIV/AIDS.</p> <p>iii. Establish networks with schools and tertiary institutions in 60% of the member districts to implement inclusive health education programmes with an objective to reinforce retention of GWDs in school, and to promote role models in sensitizing GWWDs on issues of SRH and HIV/AIDS.</p>	<p>i. The number of networks supporting GWWDs in SRH and HIV/AIDS programmes established.</p> <p>ii. The number of trainings held in sexual reproductive health and HIV/AIDS programmes.</p> <p>iii. The number of schools and tertiary institutions engaged in joint health education programmes sensitizing GWDs on issues of SRH and HIV/AIDS.</p>	<ul style="list-style-type: none"> Partnership agreements Healthcare reports. School reports 	<ul style="list-style-type: none"> External-interest in the programmes. Availability of funding. Support from Ministry of Education Support from organizational operating in the area of SRH & HIV/AIDS

STRATEGIC FOCUS AREA 3 :

EDUCATION

Purpose: Ensure the right to inclusive quality education for GWDs.

Strategic Objective: To promote the inclusion of GWDs in formal and informal education in order to enhance their access to employment and their participation in civic and economic processes.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>GWDs included in formal and informal education in order to enhance their access to employment and their participation in civic and economic processes.</p>	<ul style="list-style-type: none"> • 80% of GWDs participating actively in the functional literacy programme at the community level. • 50% of schools providing Special Needs Education (SNE) and number of GWDs benefiting from Special Needs Education (SNE) in member districts. • 50% GWDs participating in simple skilling programmes. • Number of GWDs who have benefited from affirmative action at all levels of education • Increased enrolment of GWD at Primary and Secondary level in NUWODU target districts • 75% of GWD retained and complete the basic education cycle. 	<p>Intervention tracking database</p> <p>Project annual and evaluation reports</p> <p>MoE annual reports</p> <p>Enrollment and completion data at all levels (Primary, secondary and tertiary level)</p>	<p>Affirmative action provided to girls and people with disabilities will continue</p> <p>The Government will continue the functional literacy programmes</p>
<p>Key Interventions</p> <ol style="list-style-type: none"> i. Advocate and mobilise 80% of GWDs to actively participate in the functional literacy programme at the community level. ii. Promote the training and delivery of Special-Needs-Education at primary and secondary schools in member districts attended by GWDs through stakeholder workshops. 	<ol style="list-style-type: none"> i. The number of GWDs participating actively in the functional literacy programme at the community level. ii. The number of schools providing Special Needs Education (SNE) and number of GWDs benefiting from Special Needs Education (SNE) in member districts. 	<ul style="list-style-type: none"> • Programme attendance lists • Schools providing SNE and GWDs benefiting from 	<ul style="list-style-type: none"> • The Government will continue the functional literacy programmes

<ul style="list-style-type: none"> iii. Negotiate certification for GWDs on simple skilling programmes. iv. Advocate representation of GWDs in government bodies on for mainstreaming disability in education and employment. v. Advocate improvement of requirements of GWDs to benefit from the education loan scheme. vi. Campaign for retention among school managers, parents and pupils; and increased participation of GWDs in academic and non-academic activities in schools. vii. Design programmes and curricula targeting out of school GWDs. 	<ul style="list-style-type: none"> iii. The number of GWDs participating in simple skilling programmes. iv. The number of GWDs in government bodies. v. The number of GWDs benefiting from the education loan scheme. vi. The number of GWDs participating and retained in schools within NUWODU's districts of membership. vii. Curricular for out of school GWDs designed and implemented. 	<p>SNE in member districts.</p> <ul style="list-style-type: none"> • Certificates Register • Partnership agreements, baseline survey • Partnership agreements, baseline survey • Programme s and curricula implemented 	<ul style="list-style-type: none"> • Government and the service providers keep disaggregated data GWDs • Donor support
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STRATEGIC FOCUS AREA 4 :

RESEARCH AND DOCUMENTATION

Purpose: Address the current gaps in information in the areas of gender and disability to support evidence-based advocacy for inclusion of GWWDs.

Strategic Objective: To lead research, documentation and learning in the areas of gender and disability, focusing on GWWDs in Uganda

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>NUWODU established as a Lead organization in research, documentation and learning in the areas of gender and disability, focusing on GWWDs in Uganda.</p>	<ul style="list-style-type: none"> • Number of research studies on issues of GWWDs conducted and published • Robust M&E framework established to facilitate learning for better programming • Number of interventions designed as a result of research studies undertaken. 	<p>Intervention tracking database</p> <p>Project annual and evaluation reports</p> <p>NUWODU research publications</p>	<p>Interests of donors and research partners</p>
<p>Key Interventions</p> <ul style="list-style-type: none"> i. Conduct baseline surveys on disability issues, gender and development in all districts. ii. Document and publish research results in the areas of SRH, HIV/AIDS, education, as well as gender and development. iii. Establish partnerships with other organizations/ institutions for joint research on disability and women issues. iv. Develop internal research capacity in order to initiate, lead and advance research projects in a collaborative and a participatory manner. v. Develop policy briefings, and share this with relevant authorities and users. 	<ul style="list-style-type: none"> i. The number of quality baseline surveys on disability issues conducted and published with segregated data. ii. The number of research studies conducted and published through partnerships for joint research. iii. The number of organisations partnering with NUWODU for joint research on disability and women issues. iv. Evidence of strong research skills within the NUWODU structure. v. Evidence of policy briefs in place. 	<ul style="list-style-type: none"> • Baseline Survey Reports • Research Reports Partnership agreements • Policy briefs 	<ul style="list-style-type: none"> • Interests of donors and research partners • Donor funding • Supportive government policy • Gaps requiring clarification

STRATEGIC FOCUS AREA 5:

ORGANIZATIONAL DEVELOPMENT

Purpose: Address institutional, operational and management deficiencies both in NUWODU (the umbrella organisation) and member associations through which NUWODU shall achieve its goals and objectives, and enhance the organisation’s sustainability.

Strategic Objective: Strengthen the institutional capacity of NUWODU and her members to effectively fulfill its mission and objectives.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>The institutional capacity of NUWODU and her members to effectively fulfill its mission and objectives strengthened.</p>	<ul style="list-style-type: none"> • Existence of up to date policies systems and procedures in NUWODU • Increased resource base for NUWODU • 60% of NUWODU member Associations with functional organizational structures 	<p>Intervention tracking database</p> <p>Project annual and evaluation reports</p> <p>NUWODU policies and program documents</p>	<ul style="list-style-type: none"> • Availability of funds • Stakeholder support
<p>Key Interventions</p> <p>Capacity Development</p> <ol style="list-style-type: none"> i. Establish and implement a Membership Charter. ii. Develop and maintain an up-to-date Membership Register. iii. Establish new functions and fill approved positions at the Secretariat: monitoring and evaluation (M&E); Communications; Fund Development; and Human Resource Management. iv. Orientation and training of new staff. v. Develop and implement a performance management system for staff. 	<ol style="list-style-type: none"> i. Membership Charter developed and implemented across member associations. ii. An up-to-date Membership Register in place. iii. M&E, Communications and Fund Development, and Human Resource Management functions in place, and all approved positions appointed. iv. Evidence of training of new staff. v. A performance management system fully implemented for all the staff. 	<ul style="list-style-type: none"> • Existence of a membership charter • Membership Register • Appointment letters • Training reports • Staff performance reports • Training Reports •Existence of a Programme Development Manual, 	<ul style="list-style-type: none"> • Availability of funds • Stakeholder support • Personnel budget

<ul style="list-style-type: none"> vi. Develop and implement a training programme for management and staff, Board of Directors, and member associations in leadership and governance; programme development; and monitoring and evaluation; proposal writing; fund development, resource mobilisation and management. vii. Establish guidelines (manuals) for: programme development and implementation; M&E; fund development; and membership development, with clear roles for staff and management, BOD, and member associations in the respective areas. viii. Establish and implement a Child Protection Policy across the NUWODU membership. ix. Review and strengthen the Finance and Administration, and HR Policies. x. Assess the job market and align the staff remuneration structure with the market to improve staff retention. 	<ul style="list-style-type: none"> vi. A training programme in place; and the number of trainings conducted. vii. Guidelines (manuals) for programme development and implementation, M&E, fund development, and membership development in place, with clear roles for staff and management, BOD, and member associations. viii. A Child Protection Policy in place and implemented across the NUWODU membership. ix. Finance and Administration, and HR Policies reviewed and implemented. x. A salary and benefits survey conducted and staff remuneration structure aligned with the market. 	<p>Audit Reports ,M&E Reports and BOD minutes</p> <ul style="list-style-type: none"> • Existence of Child protection reports • Revised Finance & HR policies Audit Report. <p>Salary and benefits survey report and revised Salary Structure</p>	
<p>Fund Development</p> <ul style="list-style-type: none"> i. Develop and implement a strong fund development plan, embracing well-identified traditional and non-traditional funding sources. ii. Build a strong NUWODU brand capitalizing on media (including social media and campaigns), documentation and publications and networks among civil society, professional and social clubs such as Rotary and Lions etc. iii. Develop a fundraising strategy and plan under the domain of Corporate Social Responsibility (CSR). 	<ul style="list-style-type: none"> i. 40% of NUWODU's annual income mobilized from local and diverse fund development efforts, traditional and non-traditional sources, and social development and civil society networks. ii. Increased awareness of NUWODU brand among general public and stakeholders. iii. A strong CSR domain in place. 	<ul style="list-style-type: none"> • Financial Reports • Market surveys and stakeholder feedback • CRS reports 	<ul style="list-style-type: none"> • Stakeholder support

CHAPTER SEVEN

IMPLEMENTATION OF THE STRATEGIC PLAN

This chapter outlines the allocation and levels of responsibility that will be specifically required of the respective organs (structures) of NUWODU in the process of implementing the Strategic Plan 2015-2019. The section not only outlines the key roles of the existing organs, but it also introduces three new key staff positions whose roles will be vital in supporting quality implementation of the Strategic Plan. An organo-gram in Annexure II, illustrates the layout and relationships within the different functions responsible for implementing the Strategic Plan.

7.1 Allocation and Levels of Responsibilities in Implementation

i. General Assembly

The General Assembly (GA), being the supreme body of the organization will require the Board of Directors to take overall responsibility for quality implementation of the Strategic Plan, and to provide strong leadership and support to the management team in the implementation process. The GA will evaluate the proposals of Board of Directors (BOD) for the implementation of the Plan, and the associated budget. The GA will not only review progress made in implementation of the plan, but will also seek any needed clarifications from the BOD, and provide any required advice. The GA will review and approve any changes required in the course of the implementation of the Plan.

ii. Board of Directors

The BOD is the policy making organ of NUWODU and has the power to conduct its affairs in reference to the provisions of the Constitution and the directives of GA. The Board of Directors will prepare the Annual Plans based on the Strategic Plan in coordination with management and submit the same to the GA for its review and approval. The Annual Plans will clearly spell out the activities planned, the resource requirements and the expected outcomes. The BOD will ensure meticulous implementation of the Annual Plans, and make periodic reports on progress made to the GA, and provide sufficient explanation on any unachieved objectives.

iii. The Secretariat

The Secretariat headed by the Executive Secretary (ES), will prepare detailed Annual Plans and submit the same to the BOD for approval. The Annual Plans will consist of the details of both programme and administration, specifying detailed activities, work plans, resource requirements and expected outputs under each strategic focal area.

The Secretariat will take responsibility for the day-to-day implementation of Strategic Plan, as approved in the Annual Plan by the Board of Directors. The Secretariat will

evaluate the progress and prepare periodic reports and submit the same to the BOD. The Secretariat will present any challenges in the process, and provide sufficient explanations for any objectives not achieved, as well as propose any corrective measures for the consideration and approval of BOD. In the process of developing the Strategic Plan 2015-2019, three new positions were found necessary, thus are planned to be filled. The reporting lines for the three new positions are illustrated by the organo-gram in Annexure II. The positions are as follows:

- Communications and Fundraising Officer, to be responsible for external communications, and for mobilising resources.
- Human Resource Officer, to be responsible for implementing the organisation's HR policy.
- Monitoring and Evaluation (M&E) Officer, to be responsible for measuring progress and guiding management in the implementation process.

CHAPTER EIGHT BUDGET FOR THE STRATEGIC PLAN

This chapter outlines the financial projections for implementing the Strategic Plan 2015-2019.

The financial projections summarized in **Table 5** elaborate both operational and implementation costs of the Strategic Plan.

Table 5: Financial Budget for the Strategic Plan 2015-2019

NUWODU Strategic Plan 2015-2019					
	(Ugx '000')				
	2015	2016	2017	2018	2019
Total Revenue	1,350,000	2,025,000	3,037,500	4,556,250	6,834,375
Personel and Administration Expenses	495,668	570,018	598,519	628,445	659,867
Available for Programme Activities	854,332	1,454,982	2,438,981	3,927,805	6,174,508
Budget for Programme Activities					
Strategic Focal Area 1: Gender and Women Empowerment	2015	2016	2017	2018	2019
Co-lead at least an annual national event on human rights offering opportunities to girls and women with disabilities to lead discussion on current disability issues.	40,000	50,000	70,000	90,000	90,000
Develop a team of civic educators in the member districts to promote awareness on the skill-needs in respect of civic grass-root leadership and electoral process requirements	35,000	60,000	80,000	100,000	100,000
Support WWDs to lead and participate in various debates e.g. in parliament, at local government level, etc.	25,000	40,000	60,000	90,000	100,000
Train girls and women with disabilities and care givers on their rights and reporting structures.	45,000	70,000	105,000	165,000	300,000
Hold advocacy and sensitization workshops for economic and leadership rights of GWWDs in the members districts.	25,000	60,000	100,000	160,000	285,000
Support member associations to access government and donor support for programmes in economic empowerment	15,000	25,000	40,000	75,000	105,000
Support member associations to conduct training for GWWDs in 75% of the member districts in micro enterprise and group formation.	15,000	29,994	57,994	105,268	165,157
Support member associations to access savings and credit schemes for their GWWDs in 60% of the member districts and establish a central database of GWWDs involved in income generating activities.	30,000	55,000	110,000	195,000	345,000
Establish linkages with micro finance institutions to mainstream disability in their operations.	36,777	55,000	110,000	189,000	341,565
Total	266,777	444,994	732,994	1,169,268	1,831,722

Strategic Focal Area 2: Health	2015	2016	2017	2018	2019
Lead the establishment of networks among strategic partners in various sectors (police, justice, medical centres, local advocates, paralegals and community activists, as well as rehabilitation services) in 60% of member districts to support various aspects of SRH and HIV/AIDS programs for GWDs.	55,000	85,000	125,000	209,415	301,752
Conduct trainings for member associations and healthcare providers in health rights in 60% member districts in support of SRH and HIV/AIDS.	62,258	95,000	160,000	228,000	325,876
Establish networks with schools and tertiary institutions in 60% of the member districts to implement inclusive health education programmes with an objective to reinforce retention of GWDs in school, and to promote role models in sensitising GWDs on issues of SRH and HIV/AIDS.	35,564	57,995	95,395	170,000	293,032
Total	152,822	237,995	380,395	607,415	920,659
Strategic Focal Area 3: Education					
Advocate and mobilise 80% of GWDs to actively participate in the functional literacy programme at the community level.	41,866	72,996	105,000	170,000	214,407
Promote the training and delivery of Special-Needs-Education at primary and secondary schools in member districts attended by GWDs through stakeholder workshops.	25,000	40,000	56,398	90,950	127,204
Negotiate certification for GWDs on simple skilling programmes.	24,000	38,000	80,000	145,915	277,869
Advocate representation of GWDs in government bodies on for mainstreaming disability in education and employment.	10,000	20,000	40,000	59,249	102,740
Advocate improvement of requirements of GWDs to benefit from the education loan scheme.	25,000	40,000	70,000	110,000	180,000
Campaign for retention among school managers, parents and pupils; and increased participation of GWDs in academic and non-academic activities in schools.	25,000	40,000	56,398	90,950	127,204
Design programmes and curricula targeting out of school GWDs.	10,000	20,000	40,000	59,249	102,740
Total	160,866	270,996	447,796	726,312	1,132,162

Strategic Focal Area 4: Research and Documentation					
Activities	2015	2016	2017	2018	2019
Conduct baseline surveys on disability issues, gender and development in all districts.	19,000	-	-	20,000	-
Document and publish research results in the areas of SRH, HIV/AIDS, education, as well as gender and development.	50,000	122,000	215,000	294,813	466,432
Establish partnerships with other organizations/ institutions for joint research on disability and women issues.	10,000	11,499	-	14,000	15,000
Develop internal research capacity in order to initiate, lead and advance research projects in a collaborative and a participatory manner	20,000	34,250	69,548	129,930	240,000
Develop policy briefings, and share this with relevant authorities and users.	8,911	20,250	40,650	64,965	101,836
Establish a management information system (MIS) and a virtual resource centre	6,000	6,000		-	-
Total	107,911	187,998	325,197	523,707	823,268
Strategic Focal Area 5: Organizational Development					
Capacity Development	48,000	72,749	120,650	186,853	316,634
Fund Development	8,955	24,250	41,950	75,000	125,000
Total	56,955	96,999	162,599	261,853	441,634
GRAND TOTAL	854,331	1,454,982	2,438,982	3,927,804	6,204,508

Assumptions

- i. The Total Revenue is expected to increase by 50% over the entire budget period
- ii. Funding is expected to increase in the last quarter of 2015
- iii. The Personnel and Administration Expenses are expected to increase by 15% for the first 3 years and 5% in the last 2 years respectively

CHAPTER NINE

MONITORING AND EVALUATION FRAMEWORK

The implementation of the Strategic Plan will be subject to a well-defined monitoring and evaluation (M&E) framework. Monitoring will involve periodic checking on progress to ensure that activities are being executed according to plan; and evaluation, on the other hand, will encompass the assessment of outcomes and impact on the beneficiaries for whom the interventions are intended.

A Monitoring and Evaluation framework specifying the activities, output, outcomes, indicators, source of verification frequency and the person responsible are given in Table 6 in the following page.

The M&E function will be established under the supervision of the Executive Secretary, and made functional by hiring one dedicated staff, as well as putting strong performance expectations in place. NUWODU will conduct baseline surveys, collect data from the sources specified in the M&E framework at the defined frequencies, and analyse them to ensure that all activities are executed as planned. In the event of any divergence from the course of the original plan, corrective actions required will be formulated and proposed by the Secretariat to the Board of Directors for consideration and approval. M&E reports will be made and submitted by the Secretariat to the Board every quarter.

In order to subject the performance to an independent review, NUWODU will periodically employ the services of external resource persons, subject to actual need and availability of fund for the purpose.

Table 6: Monitoring and Evaluation Framework for the Strategic Plan 2015-2019

STRATEGIC FOCUS AREA 1 :		GENDER AND WOMEN EMPOWERMENT				
Activities	Outputs	Outcomes & Timelines	Indicators	Source of Verification	Frequency	Responsibility
Strategic Objective : To promote the inclusion of GWWDs in formal and informal education in order to enhance their access to employment and their participation in civic and economic processes.						
<p>i. Co-lead at least an annual national event on human rights offering opportunities to girls and women with disabilities to lead discussion on current disability issues.</p> <p>ii. Develop a team of civic educators in the member districts to promote awareness on the skill-needs in respect of civic grass-root leadership and electoral process requirements.</p> <p>iii. Support WWDs to lead and participate in various debates e.g. in parliament, at local government level, etc.</p> <p>iv. Train girls and women with disabilities and caregivers on their rights and reporting structures.</p> <p>v. Hold advocacy and sensitization workshops for economic and leadership rights of GWWDs in all members districts.</p> <p>vi. Support member associations to access government and development partner support for programmes in economic empowerment.</p> <p>vii. Support member associations to conduct training for GWWDs in 75% of the member districts in micro enterprise and group formation.</p>	<ul style="list-style-type: none"> At least one national event on human rights annually A team of civic educators recruited in 40 districts At least two debates conducted every year. Train 20 GWWDs and caregivers on their rights and reporting structures in every district. Three advocacy and sensitization workshops held Workshops for member associations to access government held in all districts Training for GWWDs held in 50 districts in a micro enterprise. 	<p>i. New opportunities for participation to GWWDs at each year's events held December each year.</p> <p>ii. Rights WWDs in the civic grass-root elections realized by March 2016.</p> <p>iii. WWDs participation in mainstream debates annually.</p> <p>iv. Increased awareness and confidence among GWWDs annually.</p> <p>v. All trained WWDs aware of their rights at annual workshops.</p> <p>vi. 50% of the districts accessed funding by 2019.</p> <p>vii. 60% trained WWDs start own businesses by 2018</p>	<p>i. Well-attended human rights event organised with NUWODU leadership.</p> <p>ii. WWDs elected into grass-root leadership positions in 20% member districts.</p> <p>iii. Issues of GWWDs in debate at various forums.</p> <p>iv. 75% of GWWDs participants aware of their rights and are able to report abuses.</p> <p>v. 30% member associations annually accessed funds from the government disability fund or donor sources.</p> <p>vi. 70% WWDs in each district trained in entrepreneurship and 65% of whom started small businesses.</p> <p>vii. Ten SACCO groups led by WWDs formed at the parish level and sustained in 50% member districts.</p>	<ul style="list-style-type: none"> Meeting records and attendance register. Number of WWDs in elected leadership positions Membership profiles from District Associations Minutes of meetings Reports/statistic from civic bodies Attendance register Baseline survey 	<p>Annually</p> <p>Annually</p> <p>Quarterly</p> <p>Annually</p> <p>Annually</p> <p>Quarterly</p> <p>Annually</p> <p>Annually</p>	<p>Programme Manager/ Executive Secretary</p>

Activities	Outputs	Outcomes & Timelines	Indicators	Source of Verification	Frequency	Responsibility
<p>viii. Support member associations to access savings and credit schemes for their GWWDs in 60% of the member districts.</p> <p>ix. Establish a central database of GWWDs involved in income generating activities.</p> <p>x. Establish linkages with micro finance institutions to mainstream disability in their operations.</p>	<ul style="list-style-type: none"> • Basic business training held in at least 30 districts. • Database built • At least two linkages established every year 	<p>viii. Number of SACCO groups per district accessing credit annually.</p> <p>ix. Effective follow up on activities quarterly.</p> <p>x. 60% trained WWDs start own businesses by 2018</p>	<p>viii. Five WWD groups in each of selected districts access credit from microfinance institutions</p> <p>ix. 100% SACCO related activities pooled into a central database at NUWODU.</p> <p>x. 70% of micro finance institutions in 100% member districts mainstreamed disability in their operations.</p>	<ul style="list-style-type: none"> • Savings and credit register • Database of GWWDs with incoming generating activities • Statistics of disbursement 	<p>Annually</p> <p>Annually</p> <p>Quarterly</p>	<p>Programme Manager/ Executive Secretary</p>

STRATEGIC FOCUS AREA 2 :

HEALTH

Activities	Outputs	Outcomes& Timelines	Indicators	Source of Verification	Frequency	Responsibility
Strategic Objective: To promote the Sexual Reproductive Health of GWWDs						
<p>i. Lead the establishment of networks among strategic partners in various sectors in 60% of member districts to support various aspects of SRH and HIV/AIDS programs for GWWDs.</p> <p>ii. Conduct trainings for member associations and healthcare providers in health rights in 60% member districts in support of SRH and HIV/AIDS.</p> <p>iii. Establish networks with schools and tertiary institutions in 60% of the member districts to implement inclusive health education programmes with an objective to reinforce retention of GWDs in school, and to promote role models in sensitizing GWWDs on issues of SRH and HIV/AIDS.</p>	<ul style="list-style-type: none"> • One network established in all targeted districts. • Two trainings held at all targeted districts. • At least one club established in all targeted districts 	<p>i. Better access to SRH and HIV/AIDS services for GWWDs by 2019.</p> <p>ii. Better sexual reproductive health and HIV/AIDS care by 2019.</p> <p>iii. Quality of health of GWWDs improved by 2019</p>	<p>i. The number of networks supporting GWWDs in SRH and HIV/AIDS programmes established.</p> <p>ii. The number of trainings held in sexual reproductive health and HIV/AIDS programmes.</p> <p>iii. The number of schools and tertiary institutions engaged in joint health education programmes sensitizing GWDs on issues of SRH and HIV/AIDS.</p>	<ul style="list-style-type: none"> • Partnership agreements • Healthcare reports. • School report & Health facility reports. 	<p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>Programme Manager/ Executive Secretary</p>

STRATEGIC FOCUS AREA 3:

EDUCATION

Activities	Outputs	Outcomes& Timelines	Indicators	Source of Verification	Frequency	Responsibility
Strategic Objective: To promote the inclusion of Girls and Women with Disabilities in formal and informal education.						
<p>i. Advocate and mobilise 80% of GWDs to actively participate in the functional literacy programme at the community level.</p> <p>ii. Promote the training and delivery of Special-Needs-Education at primary and secondary schools in member districts attended by GWDs through stakeholder workshops.</p> <p>iii. Negotiate certification for GWDs on simple skilling programmes.</p> <p>iv. Advocate for representation of GWWDs on government bodies for mainstreaming disability in education and employment.</p> <p>v. Advocate for an appropriate criteria for GWDs to benefit from the education loan scheme.</p> <p>vi. Campaign for retention among school managers, parents and pupils; and increased participation of GWDs in academic and non-academic activities in schools.</p> <p>vii. Design programmes and curricula targeting out of school GWDs.</p>	<ul style="list-style-type: none"> • 80% of GWDs in all member districts participated in Functional literacy programme • Five schools in every targeted districts enrolled SNE. • At a least one partnership agreement for the certification for GWDs on simple skilling programmes in every district. • Meetings with government bodies. • Guidelines for accessing the education loan scheme. • Conduct one campaign every year 	<p>i. Improved functional literacy by 2019.</p> <p>ii. Greater access to SNE by 2019.</p> <p>iii. Greater access to certification for GWDs on simple skilling programmes by 2019.</p> <p>iv. Greater access to education and employment by 2019.</p> <p>v. Greater access by GWDs to the education loan scheme by 2019.</p> <p>vi. Higher education completion rates for GWDs by 2019.</p> <p>vii. Greater number of out of school GWDs engaged in learning activities by 2019.</p>	<p>i. The number of GWDs participating actively in the functional literacy programme at the community level.</p> <p>ii. The number of schools providing Special Needs Education (SNE and number of GWDs benefiting from Special Needs Education (SNE) in member districts.</p> <p>iii. The number of GWDs participating in simple skilling programmes.</p> <p>iv. The number of GWWDs in government bodies.</p> <p>v. The number of GWDs benefiting from the education loan scheme.</p> <p>vi. The number of GWDs participating and retained in schools within NUWODU's districts of membership.</p> <p>vii. Curricular for out of school GWDs designed and implemented.</p>	<ul style="list-style-type: none"> • Programme attendance lists • Schools providing SNE and GWDs benefiting from SNE in member districts. • Certificates Register • Partnership agreements, baseline survey • Partnership agreements, baseline survey • Programme s and curricula implemented 	<p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Every two years</p>	<p>Programme Manager/ Executive Secretary</p>

STRATEGIC FOCUS AREA 4 :

RESEARCH AND DOCUMENTATION

Activities	Outputs	Outcomes& Timelines	Indicators	Source of Verification	Frequency	Responsibility
Strategic Objective : To lead research, documentation and learning in the areas of gender and disability, focusing on GWWDs in Uganda.						
<p>i. Conduct baseline surveys on disability issues, gender and development in all districts.</p> <p>ii. Document and publish research results in the areas of SRH, HIV/AIDS, education, as well as gender and development.</p> <p>iii. Establish partnerships with other organizations/ institutions for joint research on disability and women issues.</p> <p>iv. Develop internal research capacity in order to initiate, lead and advance research projects in a collaborative and a participatory manner.</p> <p>v. Develop policy briefings, and share this with relevant authorities and users.</p>	<ul style="list-style-type: none"> • Baseline surveys in all districts • One research document published annually. • Established partnership one annually • Training relevant staff in research projects • Policy briefs issued 	<ul style="list-style-type: none"> • Availability of quality information for programming by April December 2016. • Quality information on disability accessible to stakeholders annually. • One MoU every year • Research training reports by December 2017 • Policy briefs developed and implemented by December 2017 	<p>i. The number of quality baseline surveys on disability issues conducted and published with segregated data.</p> <p>ii. The number of research studies conducted and published through partnerships for joint research.</p> <p>iii. The number of organisations partnering with NUWODU for joint research on disability and women issues.</p> <p>iv. Evidence of strong research skills within the NUWODU structure.</p> <p>v. Evidence of policy briefs in place.</p>	<ul style="list-style-type: none"> • Baseline Survey Reports • Research Reports • Partnership agreements • Policy briefs • 	<p>Quarterly</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>Programme Manager/ Executive Secretary</p> <p>Board Chairperson/ Executive Secretary</p> <p>Executive Secretary/Finance & Administration Manager</p>

STRATEGIC FOCUS AREA 5:

ORGANIZATIONAL DEVELOPMENT

Activities	Outputs	Outcomes & Timelines	Indicators	Source of Verification	Frequency	Responsibility
Strategic Objective- : To lead research, documentation and learning in the areas of gender and disability, focusing on GWWDs in Uganda.						
<p>Capacity Development</p> <p>i. Establish and implement a Membership Charter.</p> <p>ii. Develop and maintain an up-to-date Membership Register.</p> <p>iii. Establish new functions and fill approved positions at the Secretariat: monitoring and evaluation (M&E); Communications; Fund Development; and Human Resource Management.</p> <p>iv. Orientation and training of new staff.</p> <p>v. Develop and implement a performance management system for staff.</p> <p>vi. Develop and implement a training programme for management and staff, Board of Directors, and member associations in leadership and governance; programme development; and monitoring and evaluation; proposal writing; fund development, resource mobilisation and management.</p> <p>vii. Establish guidelines (manuals) for: programme development and implementation; M&E; fund development; and membership development, with clear roles for staff and management, BOD, and member associations in the respective areas.</p>	<ul style="list-style-type: none"> • Membership Charter established. • Membership register established • Recruitment of qualified staff. Budget for new staff. • 100% staff have annual performance agreement. • Two trainings held annually • 60% staff participated in training annually. • Budgets for implementing activities availed 	<ul style="list-style-type: none"> • Membership streamlined by December 2015. • Up-to-date membership registers by June 2016. • New staff in place by March 2016. • Training and reports by June 2016 • Quality annual staff performance appraisals. • Improved governance, and resource mobilization and management and annual refresher trainings • Relevant guidelines in place by December 2015 	<p>i. Membership Charter developed and implemented across member associations.</p> <p>ii. An up-to-date Membership Register in place.</p> <p>iii. M&E, Communications and Fund Development, and Human Resource Management functions in place, and all approved positions appointed.</p> <p>iv. Evidence of training of new staff.</p> <p>v. A performance management system fully implemented for all the staff.</p> <p>vi. A training programme in place; and the number of trainings conducted.</p> <p>vii. Guidelines (manuals) for programme development and implementation, M&E, fund development, and membership development in place, with clear roles for staff and management, BOD, and member associations.</p>	<ul style="list-style-type: none"> • Existence of a membership charter • Membership Register • Appointment letters • Training reports • Staff performance reports • Training Reports • Existence of a Programme Development Manual, Audit Reports ,M&E Reports and BOD minutes 	<p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Half yearly</p> <p>Annually</p> <p>Annually</p>	<p>BOD</p> <p>Executive Secretary</p> <p>Executive Secretary</p> <p>BOD</p> <p>Executive Secretary/Programme Manager/Finance & Administration Manager</p> <p>Executive Secretary</p> <p>Executive Secretary/BOD</p>

Activities	Outputs	Outcomes & Timelines	Indicators	Source of Verification	Frequency	Responsibility
viii. Establish and implement a Child Protection Policy across the NUWODU membership.	<ul style="list-style-type: none"> Child Protection Policy in place. 	<ul style="list-style-type: none"> Child rights improved by December 2016 	viii. A Child Protection Policy in place and implemented across the NUWODU membership.	<ul style="list-style-type: none"> Existence of Child protection reports 	Annually	Executive Secretary
ix. Review and strengthen the Finance and Administration, and HR Policies.	<ul style="list-style-type: none"> Finance and Administration Policy and HR Policy revised in 2015 	<ul style="list-style-type: none"> Stronger internal controls in place by December 2015 	ix. Finance and Administration, and HR Policies reviewed and implemented.	<ul style="list-style-type: none"> Revised Finance & HR policies Audit Report. 	Annually	Executive Secretary/Finance & Administration Manager
x. Assess the job market and align the staff remuneration structure with the market to improve staff retention.	<ul style="list-style-type: none"> Engage a consultant to carry out a salary and benefits survey. 	<ul style="list-style-type: none"> Remuneration structure aligned to the market by March 2016. 	x. A salary and benefits survey conducted and staff remuneration structure aligned with the market.	<ul style="list-style-type: none"> Salary and benefits survey report and revised Salary Structure 	Annually	
Fund Development			iv. 40% of NUWODU's annual income mobilized from local and diverse fund development efforts, traditional and non-traditional sources, and social development and civil society networks.	<ul style="list-style-type: none"> Financial Reports 	Annually	
i. Develop and implement a strong fund development plan, embracing well-identified traditional and non-traditional funding sources.	<ul style="list-style-type: none"> Fund development plan established 	<ul style="list-style-type: none"> Improved programme management and funding position by December 2018 			Annually	
ii. Build a strong NUWODU brand capitalizing on media (including social media and campaigns), documentation and publications and networks among civil society, professional and social clubs such as Rotary and Lions etc.	<ul style="list-style-type: none"> Partnerships with at least two civil society organizations established 	<ul style="list-style-type: none"> Improved brand image by March 2017. 	v. Increased awareness of NUWODU brand among general public and stakeholders.	<ul style="list-style-type: none"> Market surveys and stakeholder feedback 	Annually	BOD/ Executive Secretary
iii. Develop a fundraising strategy and plan under the domain of Corporate Social Responsibility (CSR).	<ul style="list-style-type: none"> CSR Fundraising plan established 	<ul style="list-style-type: none"> Improved External relations through implementation of CRS plan annually. 	vi. A strong CSR domain in place	<ul style="list-style-type: none"> CRS reports 	Annually	

CHAPTER TEN

SUSTAINABILITY STRATEGY

Sustainability has been a key challenge for NUWODU. This partly emanates from the fact that nearly the entire operational budget is supported by funding from development partners, and no recognizable income is being raised locally. The only source of local revenue has been membership fees, but this generally makes a very minor contribution, and the maximum amount that can potentially be collected in a year as membership fees at the current rates is UGX 3,000,000 which forms less than 0.5% of NUWODU’s annual budget.

The imminent phasing out of a major funder (development partner) has put the short and long-term sustainability of the organization into question. It is therefore essential that a clear plan should be developed to address the sustainability issues.

10.1 Sustainability Plans

NUWODU plans to increase the contribution of local funding initiatives to 30% by 2019 as elaborated in the table 7 below.

Table 7: Sources of Income (Figures in ‘000’ UGX)

Budget & Source	2015	2016	2017	2018	2019
Annual Budget	1,350,000 (100%)	2,025,500 (100%)	3,037,500 (100%)	4,556,250 (100%)	6,834,375 (100%)
Development Partner Funds (%)	1,282,500 (95%)	1,822,500 (90%)	2,581,875 (85%)	3,645,000 (80%)	4,784,063 (70%)
Locally Raised Funds (%)	67,500 (5%)	202,500 (10%)	455,625 (15%)	911,250 (20%)	2,050,313 (30%)

10.2 Objective and Activities

For NUWODU to ensure the sustainability of the organisation’s operations, it is essential for to make deliberate efforts to undertake a diversified fund development approach that will engage both the traditional and non-traditional sources of funding support, as well as local fundraising and CSR initiatives. The table below outlines the major Fund Development objectives and activities that constitute the organisation’s sustainability strategy.

Table 8: Fund Development Plan

Objectives and Activities
<p>Objective1: Develop a 5 year (2015-2019) Fund Development Strategy</p> <p>Develop a fund development strategy elaborating the key FD objectives and activities constitution the platform for the organisation’s sustainability. It will also elaborate the various roles and responsibilities of the BOD, management and staff who will contribute to the overall FD objective.</p>
<p>Activities</p> <ul style="list-style-type: none"> i. Engage a consultant with specialist knowledge and experience of the local and regional fund development (fundraising) environment to lead the BOD and management in formulating the strategy by October 2015. ii. Document the strategy, and seek any needed approvals for implementation December 2015.
<p>Objective 2: Develop and implement a Fund Development Policy</p> <p>Develop a fund development policy to guide the organisation’s fund development (fundraising) approach, spelling out the nature of potential funding sources; requisite processes and procedures to fundraising, as well as roles and responsibilities, based on the FD strategy.</p>
<p>Activities:</p> <p>Formulate and document a fund development guidelines, policies and procedures making up the policy and obtain the approval of the BOD, by March 2016.</p>
<p>Objective 3: Establish a Fund Development Function to implement the FD Strategy</p> <p>Operationalise the fund development strategy of the organisation.</p>
<p>Activities:</p> <ul style="list-style-type: none"> i. Define the Fund Development staff role within the NUWODU context, and define a job description and performance expectations. ii. Select a Fund Development Officer March 2016. iii. Develop an annual plan and budget (based on the FD strategy) to elaborate the objectives and activities; also setting periodic FD targets April 2016. iv. Develop and implement an appropriate staff training programme for the FD Officer, and other key staff relating that will support FD by May 2016. v. Establish an annual funding proposal portfolio and develop a related action plan to execute it. vi. BOD appoints a FD committee, also with the participation of management March 2016.

Objective 4: Strengthening the NUWODU Brand as a requisite for fund development

Enhance visibility of NUWODU and what it stands for, and raise its reach in order to attract the attention of potential funders and supporters by establishing an emotional bond with them.

Activities:

- i. Determine and document what defines the NUWODU brand by October 2015.
- ii. Communicate the brand at events, in partnerships activities, in publications and in other situations that provide opportunities to effectively communicate it.
- iii. Document and publish stories of change, and other human-touch stories reflecting successes, prospects and other positive aspects of the GWWD situation.
- iv. Engage media to promote, publicise and communicate the NUWODU brand over events, campaigns, launches and similar activities.

Objective 5: Engage Development Partner funding opportunities

Research and engage various development partners in order to establish any prospective funding sources, looking out for clues on current and changing goals of both traditional and non-traditional funding partners.

Activities:

- i. Research the needs, interests, goals and objectives of both traditional and non-traditional funding partners, seeking to understand any strong meeting points in relation to NUWODU's goals and objectives. Submit a report of attempts and findings quarterly.
- ii. Establish contact and consult for initial agreements and alignment in areas with potential funding possibilities, forming ground for concept notes.
- iii. Develop concept notes and subsequent funding proposals following funding calls, and follow up.
- iv. Facilitate feedback and review sessions to replicate proposal successes and to take lessons from unsuccessful proposals, and adapt mitigating approaches in the subsequent proposals.

Objective 6: Establish functional partnerships with other Civil Society Organisations (CSOs)

Form partnerships and consortia with other CSOs (indigenous or not) for funding application or implementation of well-researched programmes.

Activities

- i. Research prospective funding partnerships with other Civil Society Organisations to form syndicates for funding applications, and implementing consortia.
- ii. Prepare and submit concept notes and funding proposals to at least 1 such CSO annually.

Objective 7: Develop and implement a Local Fundraising Programme

Formulate a concept and strategy to roll out a local fundraising programme including collaborations with Civil Society organisations and corporate companies, based on a strong brand and a strong business approach to ensure that planned activities are technically feasible, financially viable and with a competitive edge, reaching a diverse audience of corporate organisations, CSOs, multinational companies and individuals.

Activities:

- a) Establish and implement an events plan (calendar in place by March 2016) involving the BOD, management and staff. Engage specialist services or collaborations where specialist skills are required in the implementation.
- b) Research for corporate companies and organisations that promote the Corporate Social Responsibility (CSR) approach, and establish contact.
- c) Prepare and submit proposals to at least 10 corporate companies annually. Examples include banks, telecommunication social and professional bodies, and follow up.
- d) Establish contact with network organisations that bring many professional interests together like Rotary, Lions etc, and submit funding proposals as provided for.
- e) Merchandising of a variety of items including items done by GWWDs.
- f) Research and establish a sponsorships programme for specific programme aspects e.g. education and rehabilitation.

Objective 8: Monitor progress made in Fund Development

Establish an M&E plan for the fund development plan to ensure timely actions and strong outcomes by March 2016.

Activities:

- a) Formulate and implement an M&E plan.
- b) Conduct information sharing and feedback reviews quarterly, take lessons and formulate mitigating measures for successful implementation of the FD plan.

ANNEXURES

ANNEXURE 1

NUWODU - Status of Implementation of Strategic Plan 2010-14			
Strategic Objective 1: To improve the incomes of girls and women with disabilities by 2014.			
S/No	Indicators/Activities	Status	Comments
1	1,440 G & WWD's & 240 male family members trained in start & improve your business (SIYB) programmes	976 G&WWDs were trained in Start and Improve Your Business (SIYB)	The project donor withdrew from Uganda before close of the project
2	1,152 out of 1,440 G&WWD's trained are involved in active Income generating activities	A few WWDs especially Kampala and Wakiso who received the training started own businesses.	ILO the donor withdrew the programme
3	40% of 1,152 of G&WWDs that have started businesses are supported by men	Data not available	The follow-up could not be done due to an abrupt end of the project funding.
4	At least 60% of 1,152 G&WWDs with businesses form savings and credit associations at sub-county level	The activity was carried out in some districts under the Sexual Reproductive Health program.	
5	30% of 691 G&WWDs who form Savings & Credit Association access credit	Follow up on G&WWDs who formed Savings & Credit Association not fully done	
6	The Number of individual G&WWDs in a district association who have started their businesses.	50 WWDs in Kampala and 30 in Wakiso started their businesses.	
7	Conduct a survey on the impact of NUWODU support to WWDs women associations	The survey of NUWODU support to WWDs women associations was not carried out	The donor Cordaid did not renew the funding
8	Conduct media campaigns	Media campaigns including radio talk shows, radio slots and TV shows conducted .media personnel trained	
9	Identify GWDs & WWDs to participate in NUWODU economic empowerment Programme	Accomplished.	
10	Organise advocacy meetings	Advocacy meeting held a national and district level to promote the rights of WWD and GWDs	
11	Organize training in Start and Improve Your Business (SIYB)	Training in Start and Improve Your Business (SIYB) was done for WWDs in Kampala and Wakiso only	ILO withdrew the programme from Uganda.
12	Establish linkages with micro finance institutions and link GWDs & WWDs	Linkages were established with micro finance institutions and linked with GWDs & WWDs under Cordaid funding in five districts.	To ensure continuity NUWODU worked with NUDIPU project with similar objectives.
13	Mobilize GWDs & WWD to form credit and saving schemes	This activity has been carried out throughout the period of the last Strategic Plan.	
14	Offer financial support to groups of WWDs and GWDs for income generation.	Formed groups in the districts were supported by finances	
15	Conduct Monitoring / Follow-up exercises	This is a continuous program activity	
16	Establish & update a data base for WWDs and GWDs with income generating activities	The activity completed for two districts	
Strategic Objective 2: To mitigate effects and risks of Reproductive Health and HIV/AIDS among girls and women with disabilities by 2014.			
1	Status of G&WWDs living positively with HIV & AIDS in the 16 districts established.	The activity was implemented in seven districts.	
2	G&WWDs & read and understand IEC materials	This is a continuous program activity,	
3	1,440 G&WWD & 240 male family members sensitized on HIV & AIDS .	Information not available	
4	95% girls and women with disabilities sensitized go for VCT and reproductive health services.	The activity was successfully implemented in districts where the projects were implemented.	

5	50% of pregnant G&WWDs mothers sensitized on HIV and Disability access to Prevention of Mother to child transmission (PMTCT) services.	The percentage is higher in the districts we have been implementing projects in SRHR and HIV/AIDS.	
6	272 G,& Girls sensitized declare their HIV Status	The activity was carried out,	
7	Organise meetings with HIV & AIDS & reproductive health service providers	Meetings were held at both National and District level	
8	Develop information, education and communication materials in accessible formats and local languages	The activity was one of the major undertakings of the organisation.	
9	Sensitise GWDs, WWDs & male family members on HIV&AIDS & Reproductive health	This is also a continuous activity carried out	
10	Conduct media campaigns.	These have been carried out.	
11	Conduct ToT training on HIV prevention and management of AIDS & reproductive health.	ToT trainings were done in the districts of operation training WWD leaders, BOD members and staff.	
12	Link GWDs and WWD's to HIV/ AIDS & reproductive health service providers for support.	Many GWDs and WWDs were linked to health service providers	
13	Facilitate role models to sensitize G&WWDs on reproductive health and HIV&AIDS.	This activity was carried out	This was very successful in the districts
14	Participate in National and International HIV/AIDS & reproductive health conferences.	NUWODU participated in the national HIV/AIDS advocacy both at the policy level and program design level.	
Strategic Objective 3: Advocate for mainstreaming of gender concerns of G&WWD's into development policies and programmes by 2014.			
1	NUWODU gender policy developed and implemented.	NUWODU gender policy was developed and implemented.	
2	At least ten policies & 5 development programmes with gender concerns of PWD's mainstreamed and implemented.	Policies and development programmes with gender concerns of PWD's mainstreamed were implemented.	
3	At least three ministries/institutions have disability sensitive M&E tools.	The activity is still on going	
4	Develop NUWODU gender policy.	NUWODU gender policy was developed	
5	Conduct a Situation Analysis on G&WWDs gender – specific mainstreaming.	This was done in DPOs, Women Organisations and government departments	
6	Organise meetings at the national level with policy makers.	Quarterly gender forums were organised	
7	Organise meetings at the district level with policy makers and the programme implementer on mainstreaming of G&WWD's issues.	This was done at district level in districts of Lira and Bushenyi	
8	Organise disability gender responsive workshops.	These were done involving BOD, Staff, Women organisations, district officials, government departments	
9	Monitor the mainstreaming and implementation of G&WWDs gender specific issues in policies and programmes.	NUWODU as a member of the Civil Society Budgetary Group and a number of concerns were presented to Parliament Committees. The DPO have also been supported to mainstream issues of WWDs in their policies and programs	
Strategic Objective 4: To advocate the rights of girls and WWD's by 2014			
1	20 in school GWDs & 10 out of school GWDs aware of their rights.	This has been done, and a higher number reached in five districts.	
2	10 in school boys & 10 out of school boys aware of the rights of GWDs	The activity was not carried out.	Donor support received only to target girls.
3	30 Girls& 35 WWDs aware of their rights	The activity was accomplished, and a higher number reached in 5 districts.	
4	160 Male family members are aware of G&WWDs rights.	This has been done, and a higher number reached in 5 districts of program implementation.	
5	30 G & WWD in each district report cases of abuse of human rights and ten access justice	This has been done and still ongoing with a higher number reached in ten districts.	
6	UN Convention on the rights of the person with a disability domesticated	This was successfully done in partnership with NUDIPU.	

7	Disability friendly laws in accessible formats	The activity was not accomplished	Not accomplished due to limited funding.
8	Two disability sensitive bye-laws enacted by each district	The activity was accomplished in four districts of Mpigi, Gulu, Nebbi, Kamuli.	
9	Conduct a Situation Analysis/baseline survey in respect for the rights of GWDs and WWDs	Baseline Survey was carried out for all projects.	
10	Develop materials on Human Rights in accessible formats	Materials on Human Rights in accessible formats were developed and shared.	
11	Train members of NUWODU and family members of G&WWDs in human rights	Training of members was done in all districts of project implementation.	
12	Develop and disseminate advocacy materials.	This was one of the major activities of the organisation.	
13	Develop policy briefs and submit them	Policy briefs were developed and submitted in three areas.	
14	Organise media campaigns on the rights of G&WWDs: 16 at the district and five at national levels	This was done continuously using all media types- Print, Radio, TV.	
15	Participate in national and international events on G&WWDs human rights	This was done all through the perio	
16	Lobby & advocate for the representation of G&WWDs on different human rights organisations	The activity was done and a number of WWDs are now sitting on the boards of the human rights bodies.	
17	Conduct monitoring/Follow-ups	The activity was done on a monthly basi	
Strategic Objective 5: To strengthen NUWODU Institutional Capacity by 2014			
1	Increased sense of ownership of NUWODU by G&WWDs.	The activity was carried out	
2	Quality effective and efficient service delivery.	The activity was accomplished	
3	Skilled, knowledgeable and experienced staff and Board.	NUWODU attracted skilled manpower	
4	All positions at the Secretariat filled	All positions at the Secretariat were filled	
5	Strong sub-county structures connected to G/ WWD groups.	The activity is still ongoing.	
6	NUWODU with its premises,	NUWODU has bought its land in Gayaza	NUWODU is fundraising for building its premises.
7	Additional five new computers.	Computers were purchased and exceeded the target.	
8	Two new heavy vehicles.		
9	An income generating activity	Income generating activities were not developed.	The donor could not fund the proposal on this.
10	1% contribution to the annual total budget.	This objective was not achieved	
11	Conduct skills need assessment	Activity implemented throughout the Plan period.	
12	Develop a human resource development plan	A human resource development plan was partially developed.	
13	Facilitate Board and staff for skill development	The activity was continuously done in the period.	
14	Develop & implement a resource mobilization strategy	This has been done and a policy in place to guide mobilization.	
15	Set up a management and information system	A management and information system was not set up.	This was not funded
16	Develop a comprehensive M&E framework including tools for data collection & dissemination	This was not done for the whole organisation but made it on the different projects.	
17	Collect and disseminate information	This activity is carried out continuously to meet NUWODU's advocacy agenda.	
18	Update the website.	The website was updated annually.	
19	Board/staff retreats	The retreat was held at least once a year for the last five years to strategize and plan for the organisation	
20	Organisational Capacity Assessment	Organisation Assessment was only done in 2014.	

ANNEXURE II: NUWODU'S PROPOSED ORGANISATION STRUCTURE

