



Gender Transformation & Empowerment

UGANDA WOMEN'S NETWORK

UWONET



EXTENDED STRATEGIC PLAN **2019–2028**

Crossing Barriers, Building Bridges: Unleashing Collective Power

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ACKNOWLEDGEMENTS

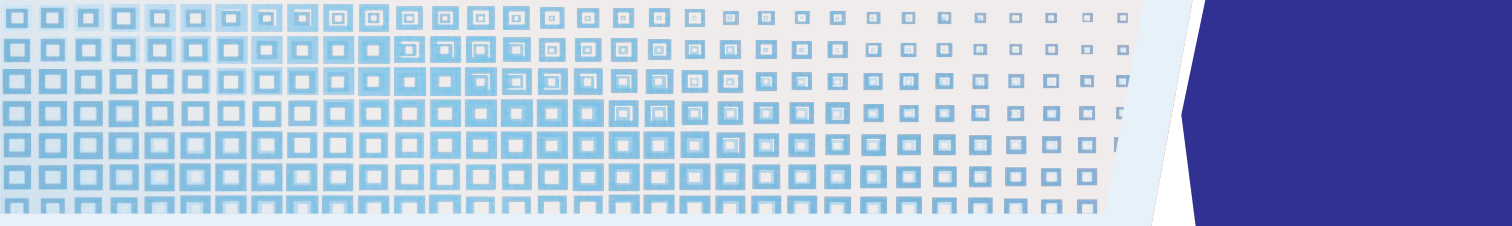
The UWONET extended Strategic Plan 2019-2028 that was developed through a comprehensive consultative process started with the evaluation of the 2019-2023 Strategic Plan. The comprehensive strategic plan evaluation enabled the extension of the five-year strategic plan into a 10-year strategic plan, 2019-2028, with focus on consolidating and recasting the direction for the remaining seven years 2022-2028.

We are cognizant of UWONET's role as the leader in efforts towards collective action among women's rights and gender equality stakeholders for the attainment of gender equality and equity in Uganda. Strategies in the extended strategic plan are anchored in the broader goal to improve gender equality and empowerment of women and girls in Uganda.

From the performance evaluation of the 2019-2023 Strategic Plan, UWONET did not implement all the set strategic interventions and their indicators due to COVID-19 constraints. However, most of the set targets were achieved for the 3-years implementing period.

The extended 10-year Strategic Plan is a product of stakeholders' participatory process and therefore, UWONET commits to the transformation of the unequal gender relations through collective visioning and action. UWONET will build on the lessons from the first half of the planning cycle to broaden the resource base, galvanize women's leadership and influence at different levels and sectors; enhance women's agency for economic transformation for gender equality and women's empowerment (GEWE); enhance knowledge management, voice and accountability, as well as lay focus on institutional development, organizational strengthening and sustainability.

I take this opportunity to thank all UWONET members and allies, District Women's Networks and stakeholders involved in the implementation of the strategy that was reviewed. We call upon you, to once again join UWONET in the new and ground breaking journey (2019–2028).



Special thanks go to the resource persons (Dr. David Ssekamatte, Dr. Christopher Mayanja, Ms. Judy Kamanyi) who guided the membership and stakeholders throughout the process, UWONET members, allies and stakeholders for your insights. To all stakeholders in Government Ministries, agencies and departments to which our work is directly aligned, we are grateful for the insights and support.

In a very special way, we thank all the district local governments in which UWONET directly worked. Sincere appreciation to development partners of the Democratic Governance Facility, Austrian Development Cooperation, United States Agency International Development/Civil Society Strengthening Activity, Open Society Initiative for East Africa, Horizont3000 and Dan Church Aid for supporting this process that refines the network's mandate in the ever changing context of operations for Women's Rights and Gender Equality. To the staff of Uganda Women's Network, your resilience is beyond the call to duty, Thank you.

We continue to be glad to serve and look forward in working with each and every one to achieve UWONET's mission.

UNITED WOMEN CAN! FOR GOD AND MY COUNTRY

Rita Hope Aciro-Lakor
Executive Director UWONET

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ACRONYMS

ACHPR	African Charter on Human and Peoples' Rights
CEDAW	Convention on Elimination of All forms of Discrimination against Women
CSO(s)	Civil Society Organization(s)
CSSA	Civil Society Strengthening Activity
EOC	Equal Opportunities Commission
GBV	Gender Based Violence
GEWE	Gender Equality and Women Empowerment
GoU	Government of Uganda
GBV	Gender Based Violence
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICGLR	International Conference of the Great Lakes Region
ICT	Information Communication Technology
JLOS	Justice Law and Order Sector
M&E	Monitoring and Evaluation
MEL	Monitoring Evaluation and Learning
MoGLSD	Ministry of Gender, Labour and Social Development
MSE	Micro Small Enterprise
NDP	National Development Plan
NPA	National Planning Authority
NGOs	Non–Government Organizations

OCA	Organizational Capacity Assessment
OSIEA	Open Society Initiative for East Africa
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
POMA	Public Order and Management Act
SDG(s)	Sustainable Development Goal(s)
SGBV	Sexual and Gender-Based Violence
SRHR	Sexual Reproductive Health Rights
SO	Strategic Objective
SOP	Standard Operating Procedure
SWOT	Strengths, Weaknesses, Opportunities and Threats
UBOS	Uganda Bureau of Statistics
UCDW	Unpaid Care and Domestic Work
UGX	Uganda Shillings
USAID	United States Agency International Development
UWONET	Uganda Women's Network
VAW	Violence against Women
WEE	Women Economic Empowerment

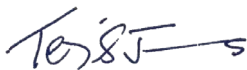
FOREWORD

UWONET developed the 2019–2023 Strategic Plan to guide her operations within the mandate of the organization as laid down in the legal and policy documents of the institution. In the mid-term of this strategic direction, UWONET undertook a mid-term evaluation of the strategic plan in order to redefine and focus her strategic direction. This was also partly due to the operating environment that affected normal operations of the organization particularly due to the outbreak of the COVID 19 pandemic. The first half of the 2019-2023 strategic planning period registered several achievements, notably; enhanced capacity of women in political leadership, public service and informal economy; enhanced recognition of unpaid care and domestic work, and a strengthened voice in the women's movement, among others. However, UWONET also faced several challenges that continue to persist and remain a hindrance in advancing women and girl's rights including the COVID-19 pandemic & effects, shrinking civic space among others. The achievements, lessons learnt and challenges justify the development and further extension of UWONET's strategic direction to cover a period of ten years 2019-2028 due to the lost time for the reasons mentioned above.

The comprehensive process of evaluating the 2019-2023 strategic plan and the update process of the 2019-2028 strategic plan involved key stakeholders from government, development partners, civil society actors, political and community leaders, project/programme target groups, resource persons/ consultants in the course of implementation of the strategy ,the network membership, Board and staff to inform UWONET's next strategic direction. The result of the process presents UWONET with a strategic plan that is robust and all-encompassing focusing on the networks' strengths and its niche with a methodology that will yield the expectations of the network especially on movement building and membership development. While acknowledging the fact that the larger effort of effective and efficient delivery of this strategy will depend on the institutional and organizational readiness, note is taken of a number of external factors that are well-articulated in this document which may have a bearing on delivery. These factors include; political will and support to women's rights and gender equality work, availability of meaningful resources/funding for women's rights and gender equality work by the

different development partners and stakeholders notwithstanding the patriarchal nature of the society.

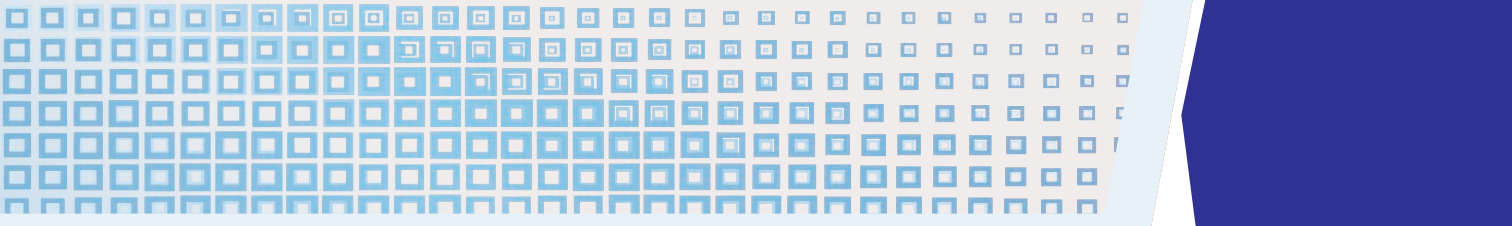
UWONET has endeavored to lay mitigation strategies for the key obstacles envisioned to enable delivery of the strategy. Given that the development of the strategy was on the backdrop of galvanizing efforts for movement building as both an approach and a deliberate intervention, the theme of the strategy is still anchored on Crossing Barriers, Building Bridges: Unleashing Collective Power. In the next seven years of this strategy, 2022-2028, UWONET is committed to contributing to a united front for women's rights and gender equality, building a cohort of influential women leaders across sectors for a critical mass of women in leadership and sustainability of gains, while building agency for women's economic empowerment and justice and enhancing knowledge management, voice and accountability for gender equality and equity. Together with all the strategies that will be employed, the goodwill UWONET has enjoyed over the years from various stakeholders, a supportive Board, a strong leadership and highly skilled, committed and motivated staff, we are more than certain that new grounds have been established and standards set. We pledge commitment towards ensuring that the strategic direction is pursued, objectives achieved and results attained.



Hon. Tezira Jamwa

Chairperson

UWONET Board of Directors



EXECUTIVE SUMMARY

Uganda Women's Network (UWONET) is a women's rights advocacy organization that exists to coordinate collective action among women's rights and gender equality stakeholders for the attainment of gender equality and equity in Uganda. UWONET's strength is hinged on the diversity of expertise and experience of her membership and allies working jointly towards a Ugandan society free of gender discrimination. In order to deliver on her mandate and build on the successes achieved in the past, UWONET periodically undertakes strategic planning as a process to enhance her abilities to pursue her mandate more comprehensively. In doing so, UWONET's response was categorized under three broad thematic areas namely; i) Galvanize women's leadership and influence at different levels and sectors; ii) Women's Agency for Economic Transformation for Gender Equality and Women's Empowerment (GEWE) and iii) Knowledge Management, Voice and Accountability. Therefore, in the next seven years (2022-2028), UWONET aims at consolidating her achievements and refining strategic areas of focus while exploring new approaches of engaging stakeholders in order to realize the desired impact of transforming society towards gender equality and women's empowerment. This Strategic Plan (2019–2028) is scaling up evidence-informed initiatives among specific populations to reduce gender inequalities and discrimination.

UWONET envisions a Ugandan society free from gender discrimination. In the pursuance of her vision, UWONET has a mission to transform the unequal gender relations through collective visioning and action. While undertaking the mission, UWONET aims at making a contribution to the goal of improved gender equality and empowerment of women and girls in Uganda by 2028. In order to effectively undertake her mission, the following core values will guide execution of this strategic direction: Unity in Diversity, Women's dignity, Justice, Equality, and Accountability.

The strategic objectives (SO) for the period 2019-2028 are:

S01: To foster strategic and programmatic actions that promote women's participation and influence in leadership and decision making at all levels (in politics, civil service, private sector and selected civil society by 2028).

STRATEGIC
OBJECTIVE

01

S04: To enhance networking and information sharing amongst membership and stakeholders through citizen and women's spaces by 2028.

STRATEGIC
OBJECTIVE

04

S02: To enhance collaboration and women's capacity to influence actions to advance economic reforms to promote GEWE by 2028

STRATEGIC
OBJECTIVE

02

S05: To strengthen the capacity of UWONET's membership and the district women's networks for strategic, programmatic and administrative interventions in addressing GEWE by 2028.

STRATEGIC
OBJECTIVE

05

S03: To challenge negative social cultural norms/ practices and advocate for the enactment, amendments' and enforcement of laws and policies that promote and protect women's rights and access to justice by 2028.

STRATEGIC
OBJECTIVE

03

S06: To strengthen UWONET's institutional capacity for strategic, programmatic, and administrative interventions by 2028.

STRATEGIC
OBJECTIVE

06

Strategic actions have been proposed and aligned under each strategic objective in order to ensure that they are achieved. In order to achieve these strategic objectives, UWONET will require a budget estimate of UGX 64.5 Billion in meeting the six key objectives spread over the seven years in working across the country including networking regionally and globally.

CHAPTER ONE: BACKGROUND

1.1 Introduction

Uganda Women's Network (UWONET) is a women's rights advocacy organization that exists to coordinate collective action among women's rights and gender equality stakeholders for the attainment of gender equality and equity in Uganda. UWONET's strength is hinged on the diversity of expertise and experience of her membership and allies working jointly towards a Ugandan society free of gender discrimination. In order to deliver on her mandate and build on the successes achieved in the past, UWONET periodically undertakes strategic planning as a process to enhance her abilities to pursue her mandate more comprehensively. In 2014, UWONET developed a Strategic Plan (2014–2018) to guide the implementation of a nationwide and multi-sectoral response to gender inequalities, inequity and their impact on the quality of life of women and girls in Uganda. This was with the view to transform gender relations to overcome gender related challenges and lay strategies for addressing the challenging environment.

The 2014–2018 strategy under the theme: *“Centering Women's Power: Our Voice, Our Vision”* drew lessons and best practices from the previous strategy (2009–2013) and presented UWONET with a mandate to nurture the transformation of women's organizations, institutions, structures, and the women's movement. UWONET's response was categorized under four broad thematic areas namely; i) Women's Leadership and Democratic Governance; ii) Women's Rights and Access to Justice; iii) Women's Economic Justice and Empowerment; and iv) Institutional Development and Organizational Strengthening. This Strategic Plan (2019–2023) therefore is scaling up evidence-informed initiatives among specific populations to reduce gender inequalities and discrimination. Therefore, in the next seven years, UWONET aims at consolidating her achievements and refining some strategic areas of focus while exploring new approaches of engaging stakeholders in order to realize the desired impact of transforming society towards gender equality and women's empowerment.

1.2 Background to UWONET and the Women's Movement

UWONET was born out of the East African Women's Conference held in Kampala in 1993 in preparation for the UN World Conference on Women in Beijing, China in 1995. UWONET's membership currently is comprised of 23 national women's organizations and 9 individuals. UWONET is a registered non-governmental organization (NGO) with a secretariat Kampala- Uganda. UWONET' envisions a Ugandan society free from gender discrimination and her mission is to transform the unequal gender relations through collective visioning and action.

1.2.1 Women in leadership and Decision making (Social-Economic and Political).

In the 2016 elections, women constituted 34.8% of the representatives in Parliament, the same figure registered in the 9th Parliament of 2011 to 2016. After the 2021 parliamentary elections the percentage reduced to 33 percent - a drop of 1.8 percent points. The numbers of women decreased in comparison to the 10th Parliament because fewer women were elected on the "open" seats which are a matter of concern in regard to the attainment of gender equality and parity. The numbers were: 146 Women District Representatives, 14 constituency representatives (those who contested and won the "open" seats'), 2 youth representatives, 3 representatives of persons with disability, 2 workers representatives and 3 representatives of the Uganda People's Defence Forces. Women's participation in political leadership in parliament has stagnated around the legal affirmative action threshold since 1997.

In 2019, out of the 80 cabinet ministers and state ministers, 24 were female (30 percent) in 2021, the numbers increased to 34 women (41 percent) out of 82 ministers many of whom contested and won on the affirmative action ticket. For the first time since 1986, women occupy 4 out of the 6 top most executive positions in government including; Vice President, Prime Minister, 1st and 3rd Deputy Prime Minister and a number continue to hold senior ministerial positions in different sectors. The shadow cabinet of the opposition in parliament has 37 percent female representation. In the 10th Parliament out of the 28 committees 11 were chaired by women¹ and in the 11th Parliament 10 out of 29 committees are chaired by women parliamentarians.

Following the 2021 general elections, only one female Mayor of the City of Masaka was elected. However, there are now five female District Chairpersons, up from three in 2016.² At the district local government level, all the 146 districts met the one-third threshold as provided for in the 1995 Constitution for female representation in the recently (2021)

¹ Government of Uganda-SDGEA, 2017:19

² Ibid 38

concluded general elections while some districts exceeded affirmative action threshold for the district councils. A few women (1 percent) were also directly elected as district councilors, while others were directly elected as city/municipality division councilors. While the number of district Chairpersons may have increased by two, the districts increased from 112 to 146 (34 new districts) in 2021. More cities and municipalities were also created after the 2016 elections. Current statistics in Uganda shows that there are 15 percent women in political party leadership³ in the registered political parties in Uganda.

The top leadership in the public service that is appointed by the Executive continues to be male-dominated. In 2021, out of the 35 Permanent Secretaries, 16 were female (45.7 percent) with three young (35 years and below). Women with private sector experience, appointed to the ministries of ICT & National Guidance, Energy and Mineral Development and Trade Industries and Cooperatives. Even though data on women in leadership positions in Uganda's private sector is not readily accessible, there are capable women who are leaders of some manufacturing, agro-processing, logistics, and IT knowledge establishments, as well as banks, insurance and hospitality.

Within the Judiciary, women represent 44 percent of Judges of the High Court, 36 percent in the Court of Appeal and 44 percent in the Supreme Court. In the Deputy/Assistant Registrar positions, female composition stood at 53.3 percent in comparison to 46.7 percent male. The composition of other Judiciary positions for example in administration and finance is fairly balanced at 49.4 percent for women and 50.6 percent for men.⁴

1.2.2 Economic Justice

One in three businesses in Uganda is owned by a woman that is also the highest rate in the Africa region, however their businesses tend to be smaller and mostly informal, with profits that are on average 30 percent less than for male-owned businesses. Following the COVID-19 pandemic outbreak, there have been many business closures, as well as permanent layoffs in the manufacturing sector and services sector, particularly in the hospitality sector largely dominated by females; a rapid slowdown of activity in the urban informal sector, also dominated by women and a movement of labour back to farming.

The reduction in incomes in informal micro small enterprises (MSEs) was a heavy toll; for example, 46 percent of workers employed in informal businesses in the manufacturing sector were pushed below the poverty line, with a similar trend in the hospitality industry - 43 percent, and trading and services - 41 percent, with a disproportionate impact

³ UWONET Assessment of the Status of Gender Equality in Uganda, 2020

⁴ GOU 8th and 9th reports to CEDAW Committee, 2020

on women. Informally employed women working in markets were heavily impacted.⁵ Household incomes fell, increasing poverty and the vulnerability of women and other marginalized groups thus decreasing social safety nets because of the economic downturn, with implications on human capital development and Uganda's capacity to benefit from its youth demographic dividend.

The Finscope 2018 study reveals that only 77 percent adult women are financially included. Women are 1.8 times more likely to access informal financial services via their village savings and lending groups and SACCOs than formal services. It is estimated that 23 percent of adult women use informal financial services compared to 59 percent of adult men.⁶ Comprising over 50 percent of Uganda's population, women continue to be underrepresented as beneficiaries of government initiatives, voters, and political leaders and elected officials.

To stabilize the economic sector, government introduced COVID-19 stimulus package in 2021; however, this package seems to have benefitted the small and medium size enterprises in agro-processing, manufacturing and tourism sectors but not the women in the informal sector. Besides this, a Presidential initiative to prosper Ugandans called *Emiyooga*⁷ was rolled out specific on wealth and job creation to support among others, market vendors and all other informal groups but still the percentage of women benefiting continues to be low.

1.2.3 Access to Justice

2019 saw the continuance of the Special Sexual and Gender-Based Violence (SGBV) sessions, a strategy of the Justice, Law and Order sector (JLOS) to clear case backlog. This started in 2018 with pilot special sessions held in the High Courts of Mbale, Soroti, Moroto, Gulu, Mbarara, Bushenyi, Mukono, Kampala, and Masaka, as well as the Chief Magistrate courts of Nabweru, Sironko, Kapchorwa, Lira and Iganga. Upon initiation, the special sessions cleared 788 cases in 1 month exceeding the target of 650 cases, yet on average, a traditional court session would clear 40 cases in 6 months or more. The sessions were targeted at improving the experience of survivors/victims of SGBV as they interface with the criminal justice system through emphasis on victim-centred and gender-sensitive approach; promotion of a coordinated and integrated approach among the role-players in the chain of justice; and strengthening of the investigation, prosecution and adjudication functions in the management of sexual offences.

⁵ United Nations in Uganda. p.ix

⁶ Finscope Study, 2018.

⁷ Presidential Initiative on Wealth and Job Creation

The establishment of the Special SGBV court sessions provided an opportunity for the Uganda criminal justice system to strengthen its collaborative approach which involved the development of a compendium of case law in the management of GBV cases, training of the different criminal justice actors, collection of information to inform victim impact assessment reports by probation and social welfare officers, and the implementation of a communication and media strategy. Continuous support, and monitoring and evaluation from senior management were integral to the overall strategy. Unfortunately, this was an ad hoc exercise though the Chief Justice has the constitutional mandate under Article 133 to “.....*issue orders and directions to the courts necessary for the proper and efficient administration of justice.*”⁸ Uganda is party to the Protocol for the Prevention and Suppression of Sexual Violence against Women and Children of the International Conference on the Great Lakes Region (ICGLR) who’s Kampala Declaration (2011) calls of state parties to establish special courts and procedures for fast-tracking the prosecution of SGBV cases.

The COVID-19 pandemic exacerbated existing challenges women and girls encounter accessing justice. They seek justice solutions in a context where poverty and lack of control over resources, deeply entrenched cultural beliefs, norms and practices, and institutional and structural barriers including long distances to justice centres, and lack of understanding of legal language, already made it difficult for them to access justice. The informal justice system is more accessible to majority women who in some parts of the country rely mainly on clan leaders or elders and relatives or guardians to resolve disputes and yet they are deeply patriarchal in nature.⁹

1.3 Rationale for the Strategic Plan

The strategic plan is premised on the mandate enshrined in UWONET’s Memorandum of Association as well as the legal and policy frameworks for gender equality and women’s empowerment at national, regional, and international levels. This section presents a justification for this strategic plan flowing from various frameworks as shown below:

1.3.1 Legal and Policy Framework for Gender Equality and Women’s Empowerment (GEWE)

Uganda subscribes to several international and regional instruments and frameworks that promote women’s rights and gender equality. These include but are not limited to: the International Covenant on Economic, Social and Cultural Rights (ICESCR) 1966; The International Covenant on Civil and Political Rights (ICCPR) 1966; the Convention on

⁸ Article 133 (1) (b)

⁹ UWONET. April 2021. *Interrogating the factors hindering access to justice for women and children*. Research Report

Elimination of all forms of Discrimination against Women (CEDAW) 1979 (and the optional Protocol to the Convention, 1999); Declaration on the Elimination of Violence against Women (1994); Declaration on the Protection of Women and Children in Emergencies and Armed Conflicts (1974), the Beijing Declaration and Platform of Action (1995); and the Sustainable Development Goals (SDGs) 2016.

At the regional level, Uganda ratified the African Charter on Human and Peoples' Rights (ACHPR) and, in July 2010, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol); the East African Treaty 1999; the African Union Solemn Declaration on Gender Equality in Africa; and the East African Gender Equality and Development Act 2017. Efforts have been made to domesticate the international and regional gender equality commitments in national legislation, policy and development programmes including the Constitution of Uganda (1995); the Local Government Act (1997); the Equal Opportunities Commission Act (2007); Anti Trafficking in Persons Act (2009); the Domestic Violence Act (2010); and the Prohibition of Female Genital Mutilation Act (2010), the National Gender Policy (2007); the National Action Plan for Women 2016; Vision 2040 and the Third National Development Plan (NDP III) 2020/21-2024/25) among others.

Despite the progressive legal and policy framework and progress made in some areas, significant translation in to the desired change continues to be hampered and remains a challenge thus gender inequality persists across all sectors relevant for women's empowerment, gender equality and equity. Some of the persisting challenges include: limited political will to prioritize gender equality in resources allocation, inadequate access to information and limited capacity among the duty bearers to mainstream gender in planning, budgeting, programming, monitoring and evaluation of programmes. Women's low levels of awareness of their rights reinforced by patriarchal beliefs, negative norms and practices that promote gender discrimination, low collective action amongst women and human rights activists for voice, visibility and accountability on women's rights and

gender equality remain major challenges for women's rights and gender equality, civic space challenges and resource gaps.

In addition to cascading from the priorities of the international, regional, and national planning agenda, the Strategic Plan aims to consolidate achievements from the earlier period under the 2019-2023 Strategic Plan to enable extension of the strategic planning period into a ten-year strategic plan. In the period, UWONET registered several achievements and notable among them are the following:

- i. Enhanced the capacity of women in leadership, political decision-making and public service across different districts of Uganda.
- ii. Built the capacity of women in the informal economy and enhanced women's agency that made them more visible and recognized across the country.
- iii. Improved her institutional financial management and compliance to national and international standards.
- iv. Increased the recognition and enhanced advocacy on unpaid care and domestic work in Uganda.
- v. Increased engagement of men in supporting the women's movement and fostered cohesion among men and women across sectors.
- vi. Enhanced women's agency to voice their concerns and issues at both sub-national and national levels.
- vii. Increased and maintained its membership and created strategic partnerships with various organizations and agencies within and outside the country.
- viii. Enhanced collaboration with Government Ministries Departments and Agencies on GEWE.

The achievements are consolidated in the extended strategic plan. However, UWONET faced some challenges and constraints which derailed maximum achievement in the earlier period (2020 and 2021 of the strategic direction, notable among these were:

- i. The COVID-19 pandemic that affected the implementation of many of the activities in the later years of the previous strategic plan.
- ii. The shrinking civic space in 2020 that directly affected the implementation of programme activities for some months and also affected the image & reputation of UWONET built for over 25 years as the leading women's rights network organisation in the country.
- iii. The shrinking CSO space being experienced in Uganda continues to limit the level of reach by CSOs including; Inadequate/ reduced funded for NGO's and women's rights work in particular funding to finance UWONET's activities for including Women's

Agency for Economic Transformation for Gender Equality and Women's Empowerment (GEWE).

The challenges encountered, deserve mitigation strategies for remedy as part of UWONET's planning and practice, a risk matrix is part of in the extended 2019-2028 Strategic Plan. Deliberate effort has been put for these strategies to be given priority and funds allocation in the remaining period of this strategic plan.

The rationale for this strategic plan partly stems from the lessons learnt during the implementation of the Strategic Plan. These include:

- i. The use of the bottom-up approach planning, implementation and participatory monitoring
- ii. Holding men accountable on GEWE and engagement in the women's movement in promoting gender equality.
- iii. The change in work methods through embracing technologies due to the COVID-19 pandemic that paralyzed the effective implementation of programmes due to lockdowns and limited physical contact enabled UWONET to continue with her work.
- iv. Risk analysis and planning are key for UWONET's work and therefore needs to be intensified in the extended strategic plan period.
- v. Working through consortiums enhanced the coordination, cooperation, outreach and movement building
- vi. Human resource development is key in institutional growth and development of the women's movement in Uganda
- vii. Good work speaks for itself and therefore, UWONET will need to continue maintaining her quality of leadership, visibility programming and enhance her communication strategy and practices to show case her work in the extended strategic plan period.
- viii. Resource mobilization efforts have been key for continuity of UWONET's work despite the challenges. To ensure sustainability of her work, there will be a need to strengthen resource mobilization efforts in the extended strategic plan period.

- ix. Maintain collaborations and information flow with stakeholders and involvement of Ministries, Departments, and Agencies of Government

1.4 Strategic Planning Process

Through resources persons, an evaluation of the strategic plan (2019-2023) was carried out findings of which, informed the development of the extended strategic plan 2019-2028. A highly participatory approach was adopted to carry out consultations and generate input from UWONET's internal and external stakeholders to inform the extended one for 2019-2028. The strategic planning process began with an inception meeting in August 2021 to clarify common understanding i.e. the assignment and agree on the road map for the assignment, provision of documents and methodology. The collection of data for the evaluation and the initial ideas for the extended period of the strategic period 2019-2028 concurrently done in sixteen (16) districts across Northern, Eastern, West Nile, Western and Central regions were sampled from the districts of UWONET's operation to collect data that informed the evaluation including generation of field ideas for the revised extended Strategic Plan 2019-2028.

Validation of field findings of the evaluation and ideas for the extension of the strategy (2019-2028) was carried out with Members, stakeholders, UWONET Board and staff in the month of October 2021. During which the achievements, challenges, and lessons learnt were shared. In late November, SWOT analysis, sharing of preliminary ideas on the extended Strategic plan, stakeholder analysis, analysis of cross cutting, analysis of the finance history and projections, the results framework, and M&E processes. A validation meeting of the a final Evaluation report and the extended 2019 to 2028 UWONET Strategic plan was held in Mid-December, 2021.

CHAPTER TWO: STRATEGIC DIRECTION

2.1 Introduction

This chapter provides the strategic direction that UWONET envisages for the period 2019-2028 that emerged from the entire preparatory process. It highlights UWONET's mandate, vision, and the mission, motto, and core values to be followed in the planning period.

2.2 Vision

A Ugandan society
free from gender
discrimination.

2.3 Mission

To transform the unequal
gender relations through
collective visioning and
action.

2.4 Goal

Improved gender equality
and empowerment of
women and girls in
Uganda by 2028.

2.5 The Core Values

In order to effectively undertake her mission, the following are the core values during execution of this strategic direction:

- **Unity in Diversity:** We acknowledge respect and celebrate diversity in the Women's Movement and strive to achieve unity amongst women and organizations and with likeminded actors.
- **Women's dignity:** We recognize, respect, promote and protect women's inherent sense of self-worth and self-respect.
- **Justice:** We uphold the principle of fairness in our operations and relations, and we are opposed to discrimination.
- **Equality:** In pursuing our endeavour, we treat men and women equally, without gender discrimination and we strive for the elimination of all forms of unequal relations.
- **Accountability:** We hold ourselves accountable to go to the highest level of ethical behaviour and responsibility in our actions, while mindful of integrity in our performance.

2.6 Thematic Focus Areas & Strategic Objectives

THEMATIC FOCUS AREA

1 GALVANIZE WOMEN'S LEADERSHIP AND INFLUENCE AT DIFFERENT LEVELS AND SECTORS.

Strategic Objective 1: To foster strategic and programmatic actions that promote women's participation and influence in leadership and decision making in politics, civil service, private sector and selected civil society by 2028.

THEMATIC FOCUS AREA

2 WOMEN'S AGENCY FOR ECONOMIC TRANSFORMATION FOR GENDER EQUALITY AND WOMEN'S EMPOWERMENT (GEWE).

Strategic Objective 2: To enhance collaboration and women's capacity to influence actions to advance economic reforms to promote transformative GEWE by 2028.

THEMATIC FOCUS AREA

3 KNOWLEDGE, LEARNING, VOICE AND ACCOUNTABILITY.

Strategic Objective 3: To challenge the negative cultural social norms, practices and advocate for the enforcement of laws and processes that protect and promote women's rights and access to justice by 2028.

Strategic Objective 4: To enhance networking and information sharing amongst stakeholders by 2028.

THEMATIC FOCUS AREA

4 INSTITUTIONAL GOVERNANCE AND MANAGEMENT.

Strategic Objective 5: To strengthen the capacity of UWONET's membership and the district women's networks for strategic, programmatic and administrative interventions by 2028.

Strategic Objective 6: To strengthen UWONET's institutional capacity for strategic, programmatic, administrative interventions and sustainability by 2028.

THEMATIC FOCUS AREA 1:

Galvanize women's leadership and influence at different levels and sectors

Strategic Objective 1: To foster strategic and programmatic actions that promote women's participation and influence in leadership and decision making in politics, civil service, private sector and selected civil society.

Outcome 1:

Increased number and influence of women in leadership (elective, public service, selected civil society organizations and the private sector).

Key Strategic Actions:

- i. Conduct gender assessments of women's representation in leadership positions in the different sectors (media, academia, NGO, FB, Public service, Private sector) after every election cycle and mid-term review.
- ii. Generate a database on women in leadership for evidence of women in leadership positions in the different sectors.
- iii. Develop a feminist transformative and implement standardized capacity development programme for women leaders aspiring and/or in elective (political) and appointive (civil service), Private sector, Civil society at sub-national and national level.
- iv. Coordinate, advocate, monitor and evaluate the implementation, enactment and reforms in legal and policy framework, change of negative social and cultural norms for gender inclusiveness in all sectors.
- v. Create space and platforms for women in leadership at national and sub-national level for learning.
- vi. Coordinate advocacy for increased resource allocation towards interventions that promote GEWE.
- vii. Coordinate ad hoc response to injustice against women and girls.

Outcome 2:
***Reduced gender
inequalities
and sexism in
institutions at
different levels***

Key Strategic Actions:

- i. Engage institutions such as political parties, civil society organizations, private sector including the informal, public service, and their funding agencies to conform to national laws, regional and international protocols and conventions on women in leadership.
- ii. Build partnership with other strategic stakeholders to increase in women leadership and their influence.
- iii. Document women's experiences and voices in leadership for mentorship development.

Outcome 3:
***Increased
numbers and
influence of
young women in
leadership.***

Key Strategic Actions:

- i. Coordinate the development and implementation of an innovative, standardized and effective young leaders' mentorship programme.
- ii. Mentor young women's institutions on institutional capacity and GEWE.
- iii. Create spaces to promote intergenerational dialogue and mentorship.
- iv. Create platforms on media for young women in leadership.

THEMATIC FOCUS AREA 2:

Women's Agency for Economic Transformation for GEWE

Women's economic marginalization and dependency is a key factor that continues to widen gender inequalities. Therefore, addressing women's economic transformation is a catalyst to achieving women's rights. Women's economic empowerment can only be achieved by ensuring equality and equity in access to, utilization and benefit from productive resources and opportunities. Economic policies that are gender-responsive and adequately funded can remove structural barriers to women's economic empowerment, including addressing gender inequities in managing the disproportionate distribution of unpaid care and domestic work among women and men, accessing critical finance for business, information, and entrepreneurship skills among other benefits. UWONET will work towards influencing the formulation and enforcement of processes, policies, laws and programmes that promote women's access to economic opportunities, advocate for recognition, reduction and redistribution of women's unpaid care and domestic work and collective action to influence change or negative attitude towards women's economic empowerment from a feminist economist point of view to address the continued vicious circle of poverty and gender inequality.

Strategic Objective 2: To enhance collaboration and women's capacity to influence actions to advance economic justice to promote GEWE by 2028.

Outcome 1:

Increased capacity of UWONET's members and allies to advocate and influence feminist transformative economic justice to promote women's economic empowerment and agency.

Key Strategic Actions:

- i. Coordinate and collaborate UWONET members and like-minded organizations and individuals on the development of a minimum capacity development resource pack on feminist economic empowerment and agency for women.
- ii. Advocate for policies, regulations, plans, budgets and tax regimes that facilitate women's economic empowerment and agency.
- iii. Document women's experiences on economic programmes to inform review and implementation.
- iv. Create spaces for capacity enhancement, information sharing and networking on women's economic empowerment and agency.
- v. Build strategic partnerships with line ministries to promote women-led and/or women formed cooperatives/groups for collective advocacy against discrimination in access to economic opportunities and markets (local and international).

Outcome 2:
*Increased
recognition,
reduction,
redistribution and
representation of
the unpaid care
and domestic
work.*

Key Strategic Actions:

- i. Coordinate, advocate, monitor and evaluate the implementation and enactment in legal, policy framework and programs on unpaid care and domestic work (UCDW).
- ii. Create initiatives and innovation for, understanding and appreciation of recognition, reduction, redistribution and representation of unpaid care and the implications on GEWE.
- iii. Build strategic partnerships for gender responsive budgeting.
- iv. Conduct research on gender budgeting initiatives in addressing UCDW.
- v. Create spaces and platforms on unpaid care and Domestic Work.
- vi. Build synergies and coordination mechanisms with line ministries on UCDW.

Outcome 3:
*Enhanced
collective action to
influence change
on negative social-
cultural norms and
resilience to climate
change towards
women's economic
empowerment and
agency.*

Key Strategic Actions:

- i. Coordinate spaces and platforms on Women's Economic Empowerment (WEE) and agency.
- ii. Capacity enhancement on economic empowerment and agency for women at different levels.
- iii. Coordinate advocacy initiatives towards women's economic justice.
- iv. Coordinate initiatives for members' capacity enhancement on economic empowerment and agency.
- v. Document women's economic empowerment and agency models.
- vi. Development of joint programmes on women's economic empowerment and agency.

THEMATIC FOCUS AREA 3:

Knowledge, Learning, Voice and Accountability

This thematic focus will facilitate collaboration for strong women's voice and visibility to demand for accountability, evidence based and user-friendly research, strengthen networking and information sharing on selected areas of focus and emerging issues during the strategic period of the plan on GEWE. In the next seven years, UWONET will continue advocating for the change of attitudes and mind sets towards the rights of women and girls, advocate for gender responsive laws and access to justice. The thematic area will have an emphasis on movement building.

Strategic Objective 3: To challenge the negative social cultural norms and practices and advocate for the enforcement of laws and processes that protect women's rights and access to justice.

Outcome 1: A vibrant women's movement advocating for gender equity and women's empowerment at all levels.

Key Strategic Actions:

- i. Strengthen and support the capacity, functionality, and visibility of the women's movement.
- ii. Coordinate the women's movement at national and sub national levels for voice and agency on GEWE.
- iii. Create spaces and platforms for women leaders at all levels to create understanding on the women's movement.
- iv. Coordinate and participate in strategic local and global women's movement initiatives.
- v. Popularize the women's manifesto that spells out key critical areas for bridging the gender gap.
- vi. Identify annual campaigns on women and girls' rights.
- vii. Utilize the media as a tool for social transformation.
- viii. Joint resource mobilization for GEWE.
- ix. Coordinate Women led platforms that promote Peace and security.
- x. Coordinate platforms that promote better service delivery at national and sub-national level.

Outcome 2:
Reduced social tolerance to negative practices and norms towards girls and women (SRHR, VAW and GBV).

Key Strategic Actions:

- i. Coordinate advocacy and engagement with policy makers in the formal and informal sector on SRHR, VAW & GBV and abuse of women's rights.
- ii. Advocacy on review, enactment, implementation, monitoring and evaluation of laws on SRHR, VAW and GBV.
- iii. Support establishment and coordination of local community platforms (Barraza's) to discuss SRHR, VAW and GBV and abuse of rights of women.
- iv. Build the capacity of humanitarian actors on SRHR, VAW and GBV planning and response in emerging and conflict situations.
- v. Document experiences (best practices and lessons learnt) on prevention and response to VAW and GBV and other violations of women and girls' rights.
- vi. Build strategic partnerships for prevention and response to SRHR, VAW and GBV.
- vii. Coordinate collaborations among members and allies on VAW and GBV.
- viii. Provide practical and strategic services to survivors of VAW and GBV
- ix. Document women and girls experiences on SRHR & VAW/G
- x. Coordinate prevention and response on VAW/G
- xi. Capacity enhancement of Women and Girls in ICT
- xii. Enhance collaboration with Government MDA's i.e JLOS sector.

Outcome 3:
Improved work environment for women and young girls in the labour market.

Key Strategic Actions:

- i. Engage line ministries and other duty bearers to enforce and monitor the implementation of national labour laws, employment policies and labour externalization arrangements.
- ii. Advocate for a gender responsive framework to regulate and harmonize the export labour industry in Uganda.
- iii. Simplify and popularize basic laws on women's rights in the workplace.
- iv. Build strategic partnerships with labour offices, workers' unions to promote reporting and handling of women's rights abuses at the workplace (Formal and Informal).

Outcome 4:
Increased understanding and influence amongst stakeholders on implementation of laws, policies and processes that promote women's rights and access to justice.

Key Strategic Actions:

- i. Coordinate development of a gender awareness program for decision-makers and policy makers at national and sub-national levels.
- ii. Develop legal education pack for women and girls on fundamental civic rights (sexual and reproductive health rights, economic and social-cultural rights).
- iii. Coordinate collective advocacy for the implementation of laws, review and enactment on sexual and reproductive rights, VAW and GBV.
- iv. Advocate & partner for establishment and/or funding of more protection shelters for survivors.
- v. Build partnerships on advocacy for the protection of women's property and land rights.
- vi. Documentation of experiences (lessons learned and best practices) on women's access to justice.

Strategic Objective 4: To strengthen networking and information sharing amongst stakeholders through spaces /forums.

Outcome 1:
Enhanced collaboration and synergy between UWONET, membership and stakeholders for the promotion of transformative GEWE.

Key Strategic Actions:

- i. Support and organize Women's Forum/Platforms at different levels including district, regional and national level.
- ii. Coordinate joint programming, resource mobilization and advocacy.
- iii. Conduct research, manage knowledge, and share information to inform programming on GEWE among members and allies.

THEMATIC FOCUS AREA 4:

Institutional Governance and Management

Strategic Objective 5: To strengthen the capacity of UWONET’s membership and the district women’s networks for strategic, programmatic, and administrative interventions by 2028.

Outcome 1:
Enhanced membership growth and participation in the network.

Key Strategic Actions:

- i. Expand the network’s membership to correspond to UWONET’s response areas.
- ii. Disseminate and orient members on the network’s policies.
- iii. Develop and implement a capacity development programme for members.
- iv. Review membership policy
- v. Develop membership database and update
- vi. Strengthen membership thematic clusters/working groups and collaboration.
- vii. Organize and facilitate joint activities and events including Women’s Forum/Platforms at different levels to promote collective vision and focus on the gender agenda.
- viii. Organize annual members forums
- ix. Coordinate information and knowledge sharing among UWONET’s members (capacity development).

Outcome 2:

Strengthen the existing and build new strategic partnerships for improved results and visibility.

Key Strategic Actions:

- i. Map potential strategic partners and allies in the donor community, public and private sector.
- ii. Organize and facilitate forums for strategic engagements with various stakeholders in the public, academia, private and CSO sectors to promote equality and women's empowerment.
- iii. Join and/or enrol for membership at regional (East African Community, African Union) and international (Commission on the Status of Women) level in order to participate and inform the women agenda at various levels.
- iv. Collaboration with Government MDA's on GEWE.

Strategic Objective 6: To strengthen UWONET's institutional capacity for strategic, programmatic, and administrative interventions by 2028.

Outcome 1:

Diversified and sustainable resource base for UWONET.

Key Strategic Actions:

- i. Review the resource mobilization policy.
- ii. Initiate development of consultancy/ social enterprise arm to enhance resource mobilization.
- iii. Develop asocial entrepreneurial policy/business plan
- iv. Organize annual donors' forums.
- v. Develop a sub granting mechanism and build the capacity of the UWONET Secretariat in grants and fiduciary management.

Outcome 2:

Enhanced technical capacity for effective governance and programme management.

Key Strategic Actions:

- i. Review UWONET's systems and policies to respond to demands and challenges of the new Strategic Plan.
- ii. Conduct organizational capacity needs assessment of the UWONET secretariat.
- iii. Capacity development plan for Board and Staff to deliver programmes.
- iv. Plan for human resource attraction, sustainability, and development to deliver on the mandate of the organization.
- v. Invest in equipment to meet the demands of the network role.

Outcome 3:
*Improved
monitoring
evaluation and
learning systems
at the UWONET
Secretariat.*

Key Strategic Actions:

- i. Develop and maintain a robust organizational MEL system.
- ii. Build staff capacity to collect, analyse, report, and use data for decision making.
- iii. Provide staff with the necessary equipment and tools for MEL function.
- iv. Provide space for learning, reflection, documentation, and peer review.
- v. Establish a staff capacity development plan
- vi. Develop a transition policy/plan

Outcome 4:
*Strengthen
capacity for
information
generation on
best practices
for improved
knowledge
management and
programming.*

Key Strategic Actions:

- i. Build capacity and institute systems and mechanisms to capture best practices.
- ii. Partner with research institutions to collect and disseminate contemporary information regarding gender equality and women's empowerment.
- iii. Conduct research, publish and disseminate findings to inform policy and programming in gender equality and women's empowerment.
- iv. Develop and maintain data management systems
- v. Enhance institutional capacity in IT, Physical and technical
- vi. Maintain active institutional online platforms such as website, Face book, Tweeter among others.
- vii. Generate other innovative means/mechanisms of information sharing.

CHAPTER THREE: FINANCING FRAMEWORK AND STRATEGY

3.1 Introduction

UWONET recognizes the critical need to establish a clear and coherent funding plan for the future. The programmes and activities in this Strategic Plan will therefore be financed by both internal and external sources. The anticipated sources of finance include:

- i. Donations and Grants
- ii. Other income

3.2 Forecast of Revenue by Source for the five-years

Below presented in Table 8 is a summary of expected revenue from different sources in the period 2022 to 2028.

Table 1: Revenue projections for the period 2022-2028 (UGX Billions)

Revenue Source	Donations/Grants	Other income	Total Income
2022	6.655	0.1452	6.8002
2023	7.3205	0.1597	7.4802
2024	8.0525	0.1756	8.2282
2025	8.8578	0.1932	9.051
2026	9.7435	0.2125	9.9561
2027	10.7179	0.2338	10.9517
2028	11.7897	0.2572	12.047
Grand Total Income			64.515

3.3 Assumptions

The following are the key assumptions of the funding forecasts:

1. Revenues have been projected at the current resourcing inflation rate of 1.8%
2. Operationalization of the resource mobilization strategy

3.4 Revenue mobilization strategy – to cover funding gap

UWONET will use its Resource Mobilisation Strategy to raise funds/resources for the implementation of the strategic plan for the period of its duration. The application of the resource mobilisation strategy and use of the financing sources and arrangement will depend on the programmes/projects and the requirements of the funding source. Currently, UWONET is largely dependent on external funding sources with very limited options of raising revenue. The financing of the strategy requires wide resource mobilisation, and the involvement of various stakeholders and member organisations. It also requires actively looking out for and engaging partners with a view of rationalising responsibilities and expertise, application of available funding, being impactful, and eventual sustainability. Funds for implementation will be sourced from various UWONET sources of financing as defined in the Constitution as follows:

- i. Assistance or grants from individuals, Government and any other funding bodies;
- ii. Any loan from Government, any other person(s), organisations or credit institutions; c. Interest and income from the network's investments and assets;
- iii. Subscription and membership fees;
- iv. Donations;
- v. Monies accruing to the Network in course of the discharge of her functions and accruals from the sale her material;
- vi. Fundraising activities undertaken by the Network.
- vii. Consultancies and services.

The management of UWONET funds and resources is elaborately detailed in the organisation's Finance and Procurement Policy.

3.5 Financial Sustainability Arrangements

UWONET has laid strategies to ensure that other new funding sources are attained in the remaining 7-year period. UWONET shall develop and implement a Resource Mobilization Strategy, with actions aiming at attracting donors and other development partners to fund the planned initiatives such as; partnering with government, membership drive and contribution, consultancies and services, investment options through entrepreneurship. Activities under the Resource Mobilization Strategy will also be allocated resources as per the strategy's action plan and budget estimates.

4.2 Roles and responsibilities of the internal stakeholders and the external stakeholders

The strategic plan implementation approach will adopt a network model that will ensure effective representation, coordination, mutual networking and strategic partnerships among members and other actors as well as capacity building for effective implementation of the plan.

The Board will ensure prudent use of financial resources and assets, ensuring transparency and accountability for improved efficiency. The Secretariat will provide technical oversight and direct management and guidance to the stakeholders; including: UWONET members and allies, the public, civil society organizations and private sector partners to ensure effective implementation of the strategic plan. UWONET will strengthen its technical and management capacity through recruitment of relevant staff and capacity building, motivation and retention for continued quality performance. As part of systems strengthening, UWONET will conduct Organizational Capacity Assessment (OCT) as well as job evaluation and review its organogram in order to ensure adequate capacity to effectively implement the strategic plan and respond to current realities and new demands. For effective implementation of the Plan, the different organs of UWONET will play distinct but complementary roles to ensure attainment of the desired results within the timeframe of

the Strategic Plan. The roles of the different organs are described in UWONET governance and policy documents.

4.2.2 The Secretariat

UWONET Secretariat under the leadership of the Executive Director has the mandate to lead, coordinate, and monitor implementation of the plan. UWONET will endeavour to adhere to the provisions of the NGO Act, 2016 and the Uganda NGO Regulations, 2017 guiding enforcement of the NGO Act, 2016, and other relevant regulations with the view to promote good internal governance & working relationship with the government. As part of its oversight role, the Board will guide and supervise implementation of the plan in a manner that ensures accountability, stewardship, leadership and direction. The plan will be implemented and managed within UWONET governance and management structure comprised of the three organs namely; the General Assembly, the Board, and the Secretariat as outlined in UWONET's organogram (Appendix 1).

4.2.3 External key stakeholders

In view of emerging trends and the evolving working environment, UWONET cannot effectively implement this strategic plan working alone. It will therefore continue working locally with the key stakeholders as indicated in Table 1 above, in order to play a complementary role towards achievement of its mandate. Internationally, UWONET will continue working with development partners, Government and other strategic partners in order to ensure that the developed strategic direction is successfully implemented.

4.3 Operationalization of the Strategic Plan

UWONET will strategically cascade the strategic plan through all levels of the organization and to its members and other key stakeholders to generate ownership and commitment. Departments will illustrate their departmental strategic direction which will enhance focus on making the desired contribution. The cascading process will be rolled out up to individual staff level, where the annual targets of an individual will be captured from the cascaded departmental strategic plans.

The plan will be operationalized through annual operational work plans. Accordingly, every year UWONET Secretariat will develop an annual work plan based on agreed priorities and strategic actions. Operationalizing and implementing the plan will involve UWONET members, implementing partners as well as other stakeholders at various levels of implementation. UWONET will continuously liaise with the various stakeholders to ensure their active involvement in the implementation of the plan and offer the necessary technical

support and guidance to address implementation bottlenecks and ensure attainment of the plan's objectives and goal. Furthermore, UWONET will routinely monitor implementation of the plan including resource utilization and periodically generate and disseminate information regarding implementation progress to local, national, and international partners.

Every financial year, UWONET will identify activities that guarantee immediate outcomes (quick gains). This approach will enable it to achieve rapid results in line with the set strategic direction. It will further give impetus to the implementing departments and other functional units to implement other strategic initiatives without losing focus of the shared vision.

UWONET will use its performance management framework to facilitate successful implementation of this plan. The framework will provide a basis for setting of performance targets, evaluation and rewarding or sanctioning of performance. The strategic objectives and strategic actions in this plan will be translated into departmental objectives, strategies, and activities and further cascaded to individual performance targets. This will also facilitate effective appraisal at the individual, departmental, and institutional levels while allowing for continuous improvement of performance and by extension, effective implementation of UWONET's work.

4.4 Skills and Knowledge Development

UWONET will undertake sustained knowledge and skills development for members and allies to enable this strategic plan implementation proficiency. Accordingly, UWONET will identify members' skill and knowledge gaps that need to be developed. Through deliberate, systematic, and sustained effort, UWONET will develop capacity enhancement programmes for members and allies to execute strategic actions of the plan with success. In addition, UWONET will continuously offer coaching and mentoring to members and allies. Skills development will be tailored towards UWONET priority areas of intervention including; women's representation, participation and influence in leadership; women's rights; and building women's economic agency for GEWE. Other skills development will include; communication, interpersonal, leadership/management research, movement building among others.

In order to develop the relevant knowledge for sustainable and targeted interventions, UWONET will continuously generate and document lessons learned and best practices for dissemination among members and stakeholders. This will be achieved through routine monitoring and evaluation as well as conducting operational research, publishing and disseminating findings to inform policy and programming in gender equality and women's

empowerment. UWONET will also partner with research institutions to conduct relevant researches on contemporary issues regarding GEWE. The knowledge generated will be periodically shared internally and externally among staff, members and partners through quarterly and biannual review meetings, retreats, Intra-net, website and social media.

4.5 Networking, Collaboration and Strategic Partnerships

The strategic plan will be implemented in a collaborative manner engaging members and other actors to ensure mutual networking, collaboration, and strategic partnerships. Strategic partnerships and collaboration will be critical in bringing together all relevant actors within the network to contribute to improving policy dialogue on gender equality and women's empowerment. To this end, UWONET will work with all other relevant key actors in the public, civil society and private sector to promote strategic partnerships, collaboration and networks for effective implementation of the strategic plan and achievement of the results.

The already existing UWONET partnerships with the relevant government line ministries and departments, for example Ministry of Gender Labour and Social Development, Ministry of Justice and Constitutional Affairs, the Justice Law and Order Sector, Ministry of Education and Sports, Ministry of Local Government, Ministry of Finance, Planning and Economic Development, Ministry of Health, Ministry of Trade, Industries and Cooperatives, Ministry of East African Community Affairs and others, local governments, development partners, district women networks as well as civil society will be sustained and further strengthened.

5.2 Strategies/approaches to communicate the plan

To ensure sustained implementation of the plan and popularization of activities and actions, UWONET will institute a mechanism for continuous communication and mobilization of members and partners in order to advocate for various activities and actions of the plan at local, regional and international levels to influence policies, laws and programmes that are gender responsive. Mobilization and advocacy will also be critical for enhancing knowledge and awareness to stimulate demand and increase uptake of services as well as making duty bearers accountable. UWONET will partner with media houses to meaningfully engage the media for community social mobilization.

UWONET will develop a comprehensive communication strategy in order to inform strategies for communication. This will promote both upstream and downstream feedback which will enable achievement of objectives.

CHAPTER SIX: RISK MANAGEMENT

6.1 Introduction

Following from the SWOT analysis, Stakeholder analysis, Logical Framework analysis and general mainstreaming for cross-cutting issues, several risks have been identified. The risk management chapter therefore presents further analysis of the risks while also laying strategies for mitigation.

6.2 Risk Analysis

The section presents an analysis of the risks that may hamper successful implementation of this Strategic Plan. The analysis shows the probability of occurrence, the magnitude of impact if the particular risk occurs and suggested strategies to guard against the risks occurring and to mitigate the risks if they actually occur. Table 17 presents the risk analysis matrix for UWONET.

In the process of developing the strategic plan, UWONET identified several risks that could affect implementation and achievement of the strategic objectives. These risks could be internal and/or external to UWONET. Following from the PESTLE, SWOT analysis, stakeholder analysis, analysis and the cross-cutting issues, several risks were identified.

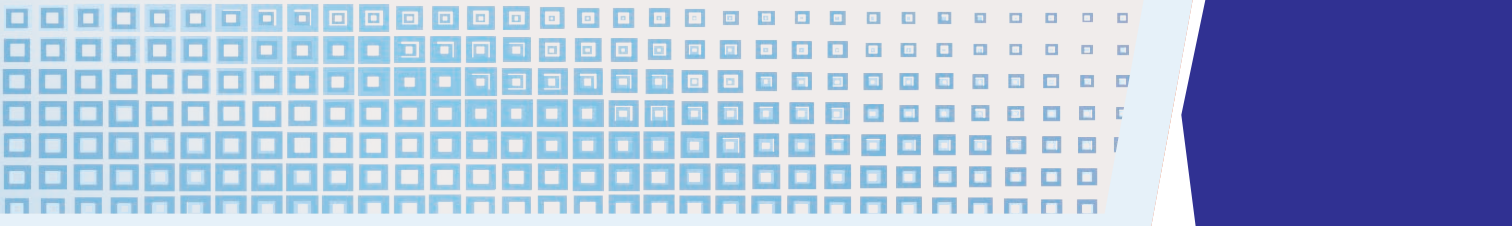
- ➡ Staff turnover and difficulties in staff retention for Projects affecting project delivery
- ➡ Stressful working context due to the nature of work & civic space
- ➡ Natural disasters and pandemics, for example Covid-19, floods and drought affect programme delivery
- ➡ Functionality of government structures in some districts and sub counties of operation may not be guaranteed
- ➡ During and bureaucracy of Government processes, i.e passing laws, policies among others.
- ➡ Poor quality and inaccurate data collection

- ➔ Resistance from cultural institutions
- ➔ Reducing funding
- ➔ Fraud risks and internal control weaknesses
- ➔ Foreign exchange rate fluctuations
- ➔ Compliance to regulatory requirements.

Some possible mitigation measures against these risks identified include:

- ➔ Partnership, effective communications with Government MDA's
- ➔ Conducting exit interviews with staff leaving the organisation.
- ➔ Involving individuals from the targeted institutions in UWONET work .
- ➔ Constantly engage and dialogue with partners.
- ➔ Allow cultural institutions to share their perspectives.
- ➔ Initiating a business arm of the organisation (consultancy).
- ➔ Continuous monitoring and training.
- ➔ Staff Capacity and improved working conditions.

A detailed analysis for risks at UWONET has been developed for periodic internal review and planning.



CHAPTER SEVEN: MONITORING, EVALUATION AND LEARNING FRAMEWORK

7.1 Introduction

UWONET will conduct periodic review of the progress towards achieving the targets and milestones of the strategic plan as identified in the Results Framework through management and technical meetings including reflection platforms, to assess progress at both institutional and project level. This will be done through a participatory approach by UWONET technical staff, management, Board of Directors, partners and stakeholders using regularly planned monitoring events, including stakeholder strategic plan review meetings with a number of organizations and institutions that have got a strong stake in UWONET's work and that have been involved in the development of this strategic plan. Therefore, they will also be included in monitoring and evaluation exercises. This will be achieved through organizing stakeholders review meetings periodically (quarterly and annual). Some of these meetings will include, staff meetings, Board meetings, annual membership forums, testimonials & general meetings. These will review progress of the organization against set indicators and propose a way forward for achieving those set goals and targets.

UWONET will focus on both implementation-oriented and impact-oriented monitoring, evaluation and learning (MEL). In the context of this strategic plan, UWONET will continuously develop tools, systems and a culture that emphasizes and integrates robust monitoring and evaluation for learning. The organisation shall carry out the necessary baseline studies and develop indicators and targets for use in its MEL activities strengthening staff capacity in monitoring and evaluation will be a core part of staff development. A mid-term review will be conducted in 2025 and an end-term Evaluation in 2028.

7.2 Theory of Change

At the centre of UWONET's strategic direction are 3 core challenges, namely, 1) the patriarchal norms, practices, attitudes, behaviours and unequal gender relations that negatively affect women's ability to challenge gender discrimination in leadership spaces, access to and control over productive resources and economic opportunities; women's rights and access to justice, 2) the quality of women's leadership which continues to serve the agenda of male-dominated structures, in the private sector, public service and civil society, and 3)

the limited commitment and participation of UWONET's membership organizations in the network's activities, competition for donor funding due to donor funding modalities; thus the Network has not risen above member organizations' implementation role to undertake more strategic, unifying, coordinating and member capacity enhancement roles including investment in advocacy and networking

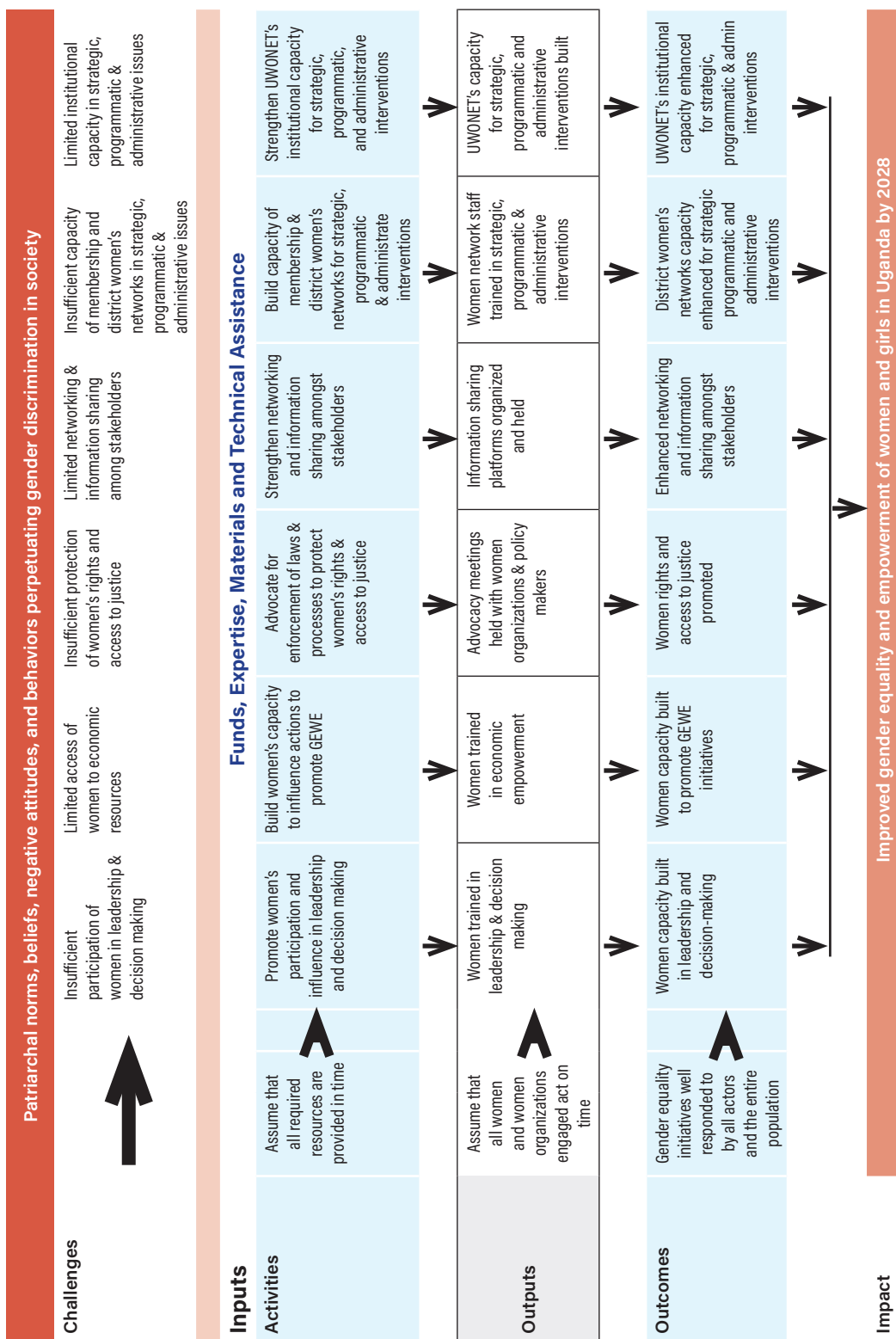
In the next seven years, if UWONET works towards transformation in her membership, the women's movement and the empowerment of women and girls in society, there will be a functional UWONET and women's movement; there will be increased rejection and or abandoning of norms, attitudes and practices promoting gender discrimination and women and girls who know their rights, have voice and ability to act against all forms of gender discrimination and live a dignified life. **(Figure 1: Theory of Change)**

There will also be increased numbers and influence of women leaders in public, private and civil society sector; increased collective action among UWONET's membership and the women's movement to influence the enforcement of gender-responsive laws and policies; increased accessibility and affordability of public services including justice, employment opportunities, sexual and reproductive health, and improved working relations and support from Government and donors.

The anticipated outcomes will be achieved through galvanizing and capacity building of UWONET membership for collective visioning and action and deepening strategic engagement of stakeholders to create a conducive operating environment and a strengthening of coordination of the women's movement to spearhead GEWE and strengthening the networks institutional capacity.

In summary, the theory of Change for the Results Framework presents the expected results during implementation of this strategic plan. It illustrates that on the assumption that if the required resources in terms of funds, expertise, materials, and technical assistance, are provided in time, then UWONET shall be able to undertake the planned core activities. Below presented is an illustration of the Theory of Change to guide MEL during Strategic Plan implementation. It is informed by the challenges that hinder the attainment of gender equality and empowerment of women and girls in Uganda.

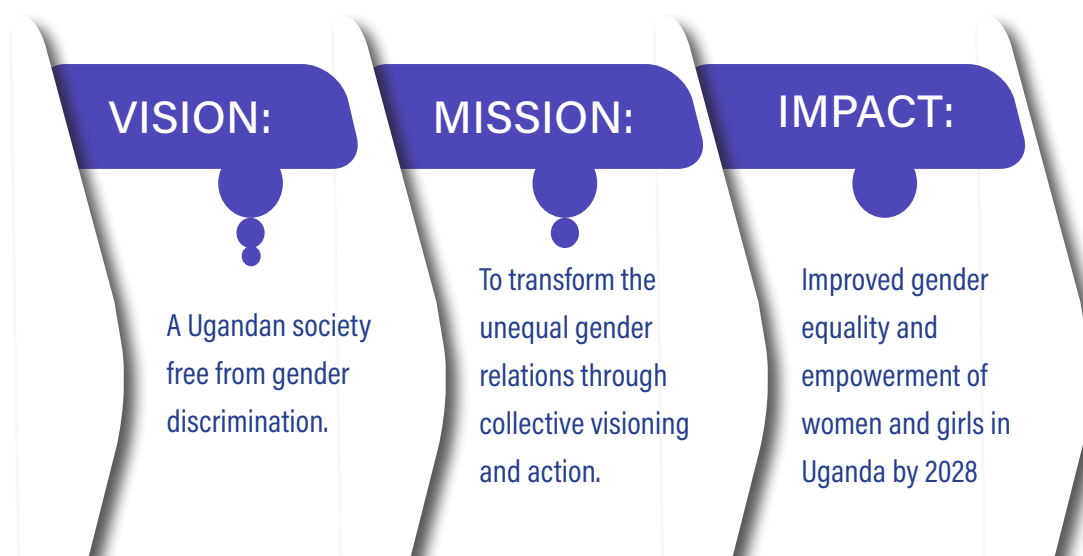
Figure 1: Illustration of the Theory of Change



7.3 Results Framework

The results framework/matrix presented in this section will enable effective assessment of results accruing from effective implementation of this extended strategic plan. The MEL framework presents the interventions, and actions under the strategic objectives, key performance indicators, indicator definitions, baseline values as at 2021 and annual targets, all of which will be useful in measuring progress and achievement of the strategic objectives.

Figure 2: Strategy



RESULTS FRAMEWORK

Table 2: Results Framework for the Uwonet Extended Strategic Plan 2022 - 2028

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Thematic Focus Area 1: Galvanize women's leadership and influence at different levels and sectors.			
SO1: To foster strategic and programmatic actions that promote women's participation and influence in leadership and decision making in politics, civil service, private sector and selected civil society.			
Outcome 1: Increased number and influence of women in leadership (elective, public service, selected civil society organizations and the private sector)			
Conduct gender assessments of women's representation in leadership positions in the different sectors.	Gender assessment reports of women's representation in leadership positions across sectors conducted	This indicator measures the presence of gender assessment reports of women's representation in leadership positions across sectors conducted	2
Generate a database on women in leadership for evidence of women in leadership positions in the different sectors.	A database on women in leadership positions across various sectors developed.	This indicator measures presence of the database on women in leadership positions developed.	2
Develop a feminist transformative and implement a standardized capacity development programme for women leaders aspiring and/ or in elective (political) and appointive.	A Standardized and comprehensive capacity building programme for women leaders across sectors developed.	This indicator tracks the availability of a feminist transformative capacity building programme for women leaders developed.	1
(Civil Service), Private sector, Civil Society at sub-national and national level.	A feminist transformative capacity building programme for women leaders across sectors implemented.	This indicator tracks the implementation of the developed capacity building programme for women leaders across sectors.	1

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
1	-	1	-	-	-	1	-	MEL
0	-	1	-	-	-	1	-	MEL
0	-	-	1	-	-	-	-	DOP
0	1	1	1	1	1	1	1	DOP

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
	# of women leaders across sectors that have participated in the capacity building programme implemented by UWONET.	This indicator measures the number of women leaders that participated in the capacity building programme implemented by UWONET.	1650
Coordinate, advocate, monitor and evaluate the implementation, enactment and reforms in legal and policy frameworks, change of negative social and cultural norms for gender inclusiveness in all sectors.	# Of advocacy platforms for the enactment and implementation of legal and policy reforms for gender inclusiveness across sectors conducted.	This indicator measures the number of advocacy platforms for the enactment and implementation of legal and policy reforms for gender inclusiveness across sectors conducted.	18
Create spaces and platforms for women in leadership at national and sub-national level for learning.	# Of spaces and platforms for women in leadership at national and sub-national level for learning created	This will track the number of learning spaces created for women in leadership at national and sub-national level.	74
Coordinate advocacy for increased resource allocation towards interventions that promote GEWE.	# of advocacy platforms for increased resource allocation towards interventions that promote GEWE conducted	This indicator measures the number of advocacy platforms for increased resource allocation towards interventions that promote GEWE held	16
Coordinate adhoc responses to injustices against women and girls	# of adhoc responses to injustices against women and girls Coordinated	This indicator tracks the # of adhoc responses to injustices against women and girls coordinated by UWONET	18

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
1180	1200	1250	1350	1450	1550	1600	1650	PC-WL
0	2	2	3	3	2	3	3	PC-WL
2	10	10	10	12	12	10	10	PC-WL
0	2	2	2	3	3	2	2	PC-WL
0	1	2	3	4	4	2	2	PC-WL

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Outcome 2: Reduced gender inequalities and sexism in institutions at different levels			
Engage institutions such as political parties, CSOs, private sector including the informal, Public Service and their funding agencies to conform to national laws, regional and international protocols, and conventions on women in leadership.	# of engagement platforms organized by UWONET related to conforming to national laws and international protocols and conventions on women in leadership	This indicator measures the number of engagement platforms organized.	14
	# Of institutions engaged by UWONET to conform to national laws and international protocols and conventions on women in leadership.	This indicator measures the number of institutions engaged.	45
Build partnership with other strategic stakeholders to increase women's leadership.	# Of strategic partnerships created to increase women's leadership.	This indicator measures the number of strategic partnerships created.	25
Document women's experiences in leadership.	# of publications of documented women's experiences in leadership produced.	This indicator measures the number of publications produced.	7
	# of dissemination events for sharing documented women's experiences in leadership held.	This indicator measures the number of dissemination events held.	14
Outcome 3: Increased numbers and influence of Young Women in leadership.			
Coordinate the development and implementation of an innovative, standardized, and effective young leaders' mentorship programme.	An innovative, standardized and effective young leaders' mentorship programme developed and implemented.	This indicator tracks the availability and implementation of an innovative, standardized and effective young leaders' mentorship programme.	1

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
1	2	2	2	2	2	2	2	PC-WL
20	30	35	40	35	40	45	45	PC-WL
2	3	3	3	4	4	3	3	PC-WL
1	1	1	1	1	1	1	1	PC-WL
1	2	2	2	2	2	2	2	PC-WL
0	1	-	-	-	-	-	-	PC-WL

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Mentor young women's institutions on institutional capacity and GEWE.	# Of young women's institutions mentored on institutional capacity and GEWE.	This indicator measures the number of young women's institutions mentored on institutional capacity and GEWE.	168
Create spaces to promote intergenerational dialogue and mentorship.	# of spaces created to promote intergenerational dialogue and mentorship.	This indicator measures the number of spaces created.	45
Create platforms on media for young women in leadership.	# Of platforms created on media for young women in leadership.	This indicator measures the number of platforms on media for young women in leadership created.	18

Thematic Focus Area 2: Women's Agency for Economic Transformation for GEWE

SO2: To enhance collaboration and women's capacity to influence actions to advance economic justice to promote GEWE by 2028

Outcome 1: Increased capacity of UWONET's Members and allies to advocate and influence feminist transformative economic justice to promote women's economic empowerment and agency

Coordinate and collaborate UWONET members and like-minded organizations and individuals on the development of a minimum capacity development resource pack on feminist economic empowerment and agency for women.	# of members and other organizations engaged in developing of minimum capacity development resource pack on economic empowerment and agency for women.	This indicator measures the number of UWONET members and other organizations engaged in the development of minimum capacity development resource pack on feminist economic empowerment and agency for women.	45 organi sations, 20 indivi duals
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Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
5	10	15	20	25	30	33	35	PC-WL
10	15	20	25	30	35	40	45	PC-WL
0	2	2	2	5	3	2	2	PC-WL
33	36	42	47	50	55	60	65	PC-WEJE

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Advocate for policies, regulations, plans, budgets, and tax regimes that facilitate women's economic empowerment and agency	# Of advocacy events organized on policies, regulations, plans, budgets, and tax regimes that facilitate women's economic empowerment and agency.	This indicator measures the number of advocacy events organized on policies, regulations, plans, budgets, and tax regimes that facilitate women's economic empowerment and agency.	14
Document women's experiences on economic programmes to inform review and implementation.	# Of reports and other knowledge products produced documenting women's experiences on economic programmes to inform review and implementation.	This indicator measures the number of reports and other knowledge products produced by UWONET documenting women's experience on economic programmes.	4
Create spaces for capacity enhancement, information sharing and networking on women's economic empowerment and agency.	# of spaces for capacity enhancement, information sharing and networking on women's economic empowerment and agency created.	This indicator measures the number of spaces created on women's economic empowerment and agency.	28
Build strategic partnerships with line ministries to promote women-led and/or women formed cooperatives/groups for collective advocacy against discrimination in access to economic opportunities and markets (local and international).	# Of strategic partnerships with line ministries built to promote women-led or women formed cooperatives for collective advocacy against discrimination in access to economic opportunities and markets for women.	This indicator measures the number of strategic partnerships with line ministries (Ministry of trade and Cooperatives, Finance, LG, Gender, OPM) built to promote women access to economic opportunities and markets.	7

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
1	2	2	2	2	2	2	2	PC-WEJE
0	1	-	1	-	1	-	1	PC-WEJE
2	4	4	4	4	4	4	4	PC-WEJE
3 (Gender, Trade, LG)	1	1	1	1	1	1	1	Programme coordinators

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
	# Of partnership engagement platforms with MDAs to promote women's access to economic opportunities and markets	This indicator measures the number of partnership engagement platforms with line ministries to promote women access to economic opportunities and markets organized by UWONET	80
Outcome 2: Increased recognition, reduction, redistribution and representation of the unpaid care and domestic work.			
Coordinate, advocate, monitor and evaluate the implementation and enactment in legal, policy framework and programs on unpaid care and domestic work (UCDW).	# Of engagements with partners and actors to advocate for the enactment of the legal, policy framework and programmes on unpaid care and domestic work.	This indicator measures the number of engagements with partners and actors to advocate for the enactment of legal, policy and programmes on unpaid care and domestic work.	80
	# Of monitoring events for the implementation of legal, policy and programmes on unpaid care and domestic work.	This indicator measures the number of monitoring events for the implementation of legal, policy and programmes on unpaid care and domestic work.	7
Create initiatives and innovation for, understanding and appreciation of recognition, reduction, redistribution and representation of unpaid care and the implications on GEWE	# Of initiatives and innovation for understanding and appreciation of the 4 Rs of unpaid work and the implications on GEWE held	This indicator measures the number of initiatives and innovations on unpaid work and implications on GEWE.	14

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
10	12	12	12	10	10	12	12	PC-WEJE
10	12	12	12	10	10	12	12	PC-WEJE
1	1	1	1	1	1	1	1	PC-WEJE
1	2	2	2	2	2	2	2	PC-WEJE

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
	# Of actors and partners engaged in awareness events on unpaid work and implications on GEWE	This indicator measures the number of actors and partners engaged in awareness events on unpaid work and implications on GEWE.	140
Build strategic partnerships for gender responsive budgeting	# of strategic partnerships for gender responsive budgeting built.	This indicator measures the number of strategic partnerships built for gender responsive budgeting.	140
Conduct research on gender budgeting initiatives in addressing UCDW	# of research studies conducted on gender budgeting initiatives in addressing UCDW	This indicator measures the number of research studies conducted on gender budgeting initiatives in addressing UCDW.	2
	# of dissemination events held	This indicator measures the number of dissemination events held.	4
Create spaces and platforms on Unpaid care and Domestic Work.	# of spaces and platforms on unpaid care and domestic work created.	This indicator measures the number of spaces and platforms created on unpaid care and domestic work.	28
Build synergies and coordination mechanisms with line ministries on UCDW	Synergies and coordination mechanisms with line ministries on UCDW built	This indicator measures the synergies and coordination mechanisms with line ministries on UCDW built by UWONET.	14

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
15	20	20	20	20	20	20	20	PC-WEJE
0	20	20	20	20	20	20	20	PC-WEJE
0	-	1	-	-	-	1	-	PC-WEJE
0	-	2	-	-	-	2	-	PC-WEJE
2	4	4	4	4	4	4	4	PC-WEJE
0	2	2	2	2	2	2	2	PC-WEJE

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Outcome 3: Enhanced collective action to influence change on negative social-cultural norms and resilience to climate change towards women's economic empowerment and agency			
Coordinate spaces and platforms on Women's Economic Empowerment (WEE) and agency.	# of spaces and platforms on WEE and agency coordinated by UWONET	This indicator measures the number of spaces and platforms on WEE and agency coordinated by UWONET.	14
Capacity enhancement on economic empowerment and agency for women at different levels.	# Of capacity building platforms held for women at different levels on economic empowerment and agency.	This indicator measures the number of capacity building platforms held for women at different levels on economic empowerment and agency	21
	# Women at different levels engaged in capacity enhancement initiatives on economic empowerment and agency.	This indicator measures the number of women at different levels engaged in capacity enhancement initiatives on economic empowerment and agency.	1400
Coordinate advocacy initiatives towards women's economic justice.	# of advocacy initiatives towards women's economic justice coordinated.	This indicator measures the number of advocacy initiatives towards women's economic justice coordinated by UWONET.	28
	# of participants engaged in the advocacy initiatives towards women's economic justice.	This indicator measures the number of participants engaged in the advocacy initiatives towards women's economic justice.	1400

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	2	2	2	2	2	2	2	PC-WEJE
2	3	3	3	3	3	3	3	PC-WEJE
100	200	200	200	200	200	200	200	PC-WEJE
1	4	4	4	4	4	4	4	PC-WEJE
100	200	200	200	200	200	200	200	PC-WEJE

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Coordinate initiatives for members' capacity enhancement on economic empowerment and agency.	# Of capacity building initiatives for UWONET members on economic empowerment and agency coordinated.	This indicator measures the number of capacity building initiatives for UWONET members on economic empowerment and agency coordinated.	14
Document women's economic empowerment and agency models.	# of knowledge products documenting women's economic empowerment and agency models produced.	This indicator measures the number of knowledge products documenting women's empowerment and agency models produced.	3
Development of joint programmes on women's economic empowerment and agency.	# of joint programmes on women's economic empowerment and agency developed.	This indicator measures the number of joint programmes on women's economic empowerment and agency developed.	14
Develop initiatives that promote Women's Economic Empowerment (WEE) such as seed fund initiatives and revolving fund.	# of initiatives that promote Women's Economic Empowerment (WEE) such as seed fund initiatives and revolving fund developed.	This indicator will track the # of initiatives that promote Women's Economic Empowerment (WEE) such as seed fund initiatives and revolving fund developed by UWONET.	3

Thematic focus Area 3: Knowledge, Learning, Voice and Accountability..

SO3: To challenge the negative cultural practices and advocate for the enforcement of laws and processes that protect women's rights and access to justice

Outcome 1: A vibrant women's movement collectively advocating for gender equity and women's empowerment at all levels..

Strengthen and support the capacity, functionality, and visibility of the women's movement.	# Of women engaged in capacity building initiatives to promote the women's movement.	The indicator measures a count of women who benefit from capacity building initiatives	50,000
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Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	2	2	2	2	2	2	2	PC-WEJE
0	-	1	-	1	-	1	-	PC-WEJE
0	2	2	2	2	2	2	2	DOP
0	-	1	-	1	-	-	1	
3000	6000	5500	6500	6500	7500	8500	9500	PC-KLVA

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
	# of local and national women organizations coordinated to promote the women's movement	The indicator measures a count of local and national organisations that are engaged to promoted women's movement.	210
	# Of media engagement to promote visibility of the women's movement.	The indicator measures a count of media houses/ personalities engaged to promote visibility of women's movement	335
Coordinate the women's movement at national and sub national levels for voice and agency on GEWE.	# Of engagement platforms for women organizations/groups at national and sub national levels held to promote voice and agency.	The indicator measures a count of platforms for women organisations/ groups at national and sub-national level to promote voice and agency.	160
Create spaces and platforms for women leaders at all levels to create understanding on the women's movement.	# of spaces and platforms created for women leaders at all levels aimed at creating understanding on the women's movement.	The indicator measures a count of spaces and platforms created for women leaders at all levels	160
Coordinate and participate in strategic local and global women's movements.	# of strategic local and global platforms and engagements coordinated by UWONET to promote the women's movement.	This indicator measures the number of strategic local and global platforms and engagements coordinated by UWONET to promote the women's movement.	28
Organize annual campaigns on women's and girls' rights.	# of annual campaigns held on women and girl's rights.	This indicator measures the number of annual campaigns held on women and girls' rights.	21

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
20	30	30	30	30	30	30	30	PC-KLVA
30	35	40	45	60	70	40	45	PC-KLVA
15	15	20	25	25	20	25	30	PC-KLVA
15	15	20	25	25	20	25	30	PC-KLVA
1	4	4	4	4	4	4	4	PC-KLVA
1	3	3	3	3	3	3	3	PC-KLVA

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Utilize the media as a tool for social transformation.	# of media engagements to promote social transformation for women held.	This indicator measures the number of media engagement held to promote social transformation for women.	28
Joint resource mobilization for GEWE	# of joint resource mobilization drives organized to promote GEWE.	This indicator measures the number of joint resource mobilization drives organized to promote GEWE.	14
Coordinate Women led platforms that promote peace and Security	# of Women led platforms that promote peace and Security coordinated by UWONET	This indicator will measure the # of Women led platforms that promote peace and Security coordinated by UWONET	7
Coordinate platforms that promote better service delivery at national and subnational level	# of platforms that promote better service delivery at national and subnational level coordinated	This indicator measures the # of platforms that promote better service delivery at national and sub national level.	12
Outcome 2:Reduced social tolerance to negative practices and norms towards girls and women (SRHR, VAW and GBV)..			
Coordinate advocacy and engagement with policy makers in the formal and informal sector on SRHR, VAW and GBV and abuse of women's rights.	# of advocacy platforms on SRHR, VAW and GBV organized.	This indicator measures the number of advocacy platforms on SRHR, VAW and GBV organized.	28

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	4	4	4	4	4	4	4	Communications Officer
1	2	2	2	2	2	2	2	DOP
0	1	1	1	1	1	1	1	DOP
0	-	2	2	2	2	2	2	PC-WLDG
2	4	4	4	4	4	4	4	PC-KLVA

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
	# of policy engagement platforms to engage policy makers in the formal and informal sectors on SRHR, VAW, GBV and abuse of women's rights.	This indicator measures the number of policy engagement platforms organized for policy makers in the formal and informal sectors on SRHR, VAW, GBV and abuse of women's rights.	28
	# of policy makers engaged in advocacy platforms on SRHR, VAW, GBV and abuse of women's rights.	This indicator measures the number of policy makers engaged in advocacy platforms on SRHR, VAW, GBV and abuse of women's rights.	420
Advocacy on review, enactment, and enforcement of laws on SRHR, VAW and GBV.	# of advocacy platforms organized to promote review, enactment, and enforcement of laws on SRHR, VAW and GBV.	This indicator measures the number of advocacy platforms organized to promote review, enactment, and enforcement of laws on SRHR, VAW and GBV.	7
	# of actors and policy makers engaged in the advocacy platforms for the review, enactment, and enforcement of laws on SRHR, VAW and GBV.	This indicator measures the number of actors and policy makers engaged in the advocacy platforms for the review, enactment, and enforcement of laws on SRHR, VAW and GBV.	420
Support establishment and coordination of local community platforms (Barraza's) to discuss SRHR, VAW and GBV and abuse of rights of women.	# of local community platforms (Barraza's) on SRHR, VAW, GBV and abuse of women's rights established.	This indicator measures the number of local community platforms (Barraza's) on SRHR, VAW, GBV and abuse of women's rights established.	270

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
2	4	4	4	4	4	4	4	PC-KLVA
50	60	60	60	60	60	60	60	PC-KLVA
0	1	1	1	1	1	1	1	PC-KLVA
50	60	60	60	60	60	60	60	PC-KLVA
13	30	40	40	40	40	40	40	PC-KLVA

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
	# Of actors and community members attending the local community platforms (Barraza's) on SRHR,VAW, GBV and abuse of rights of women.	This indicator measures the number of actors and community members attending the local community platforms (Barraza's) on SRHR, VAW, GBV and abuse of rights of women.	540
Build the capacity of humanitarian actors on SRHR,VAW and GBV planning and response in emerging and conflict situations.	# Of capacity building initiatives conducted for humanitarian actors on SRHR,VAW and GBV planning and response in emerging and conflict situations.	This indicator measures the number of capacity building initiatives conducted for humanitarian actors on SRHR,VAW and GBV planning and response in emerging and conflict situations.	21
	# of humanitarian actors participating in the capacity building initiatives on SRHR, VAW and GBV planning and response in emerging and conflict situations.	This indicator measures the number of humanitarian actors participating in the capacity building initiatives on SRHR, VAW and GBV planning and response in emerging and conflict situations.	2100
Document experiences (best practices and lessons learnt) on prevention and response to VAW and GBV and other violations of women and girls' rights.	# of knowledge products documenting experiences (best practices and lessons learnt) on prevention and response to VAW, GBV.	This indicator measures the number of knowledge products documenting experiences (best practices and lessons learnt) on prevention and response to VAW, GBV.	3

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
260	600	800	800	800	800	800	800	PC-KLVA
2	3	3	3	3	3	3	3	PC-KLVA
50	300	300	300	300	300	300	300	PC-KLVA
0	-	1	-	1	-	1	-	MEL

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Build strategic partnerships for prevention and response to SRHR,VAW and GBV.	# of strategic partnerships created for prevention and response to SRHR,VAW and GBV.	This indicator measures the number of strategic partnerships created for prevention and response to SRHR,VAW and GBV.	70
Coordinate collaborations among members and allies on VAW and GBV.	# of collaborations among members and allies on VAW and GBV coordinated.	This indicator measures the number of collaborations among members and allies on VAW and GBV coordinated.	21
Provide practical and strategic services to survivors of VAW and GBV.	# of survivors of VAW and GBV given practical and strategic services.	This indicator measures the number of survivors of VAW and GBV given practical and strategic services.	
Provide practical and girls experiences on SRHR & VAW/G	# Of platforms for experience sharing on SRHR & VAW/G	This indicator will track the experience sharing platforms by survivors and other women on SRHR and VAW/G	
Coordinate prevention and response on VAW/G	# Initiatives on prevention and response on VAW/G coordinated.	This will measure # Initiatives on prevention and response on VAW/G coordinated.	6
Capacity enhancement of Women and Girls in ICT	# of Women and Girls with enhanced capacity in ICT during SP implementation period	This indicator will track the # of Women and Girls with enhanced capacity in ICT during SP implementation period	600
Enhance collaboration With Government MDA's i.e., JLOS sector	# of collaborations		

Outcome 3: Improved work environment for women and young girls in the labour market

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
5	10	10	10	10	10	10	10	PC-KLVA
2	3	3	3	3	3	3	3	PC-KLVA
5000	11000	12000	13000	13500	14000	14500	15000	PC-KLVA
12	0	0	2	2	2	2	2	PC-KLVA
0	0	1	1	1	1	1	1	PC-KLVA
0	0	100	100	100	100	100	100	IT-Officer

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Engage line ministries and other duty bearers to enforce and monitor the implementation of national labour laws, employment policies and labour externalization arrangements.	# Of engagements with line ministries and duty bearers to enforce national labour laws.	This indicator measures the number of engagements with line ministries and duty bearers to enforce national labour laws.	32
Engage line ministries and other duty bearers to enforce and monitor the implementation of national labour laws, employment policies and labour externalization arrangements.	# Of engagements with line ministries and duty bearers to enforce national labour laws.	This indicator measures the number of engagements with line ministries and duty bearers to enforce national labour laws.	32
	# Of engagements with line ministries and duty bearers to influence implementation of employment policies and labour externalization arrangements.	This indicator measures the number of engagements with line ministries and duty bearers to influence implementation of employment policies and labour externalization arrangements.	13
Advocate for a gender responsive framework to regulate and harmonize the export labour industry in Uganda.	# of advocacy engagements conducted for a gender responsive framework to regulate and harmonize the export of labour industry in Uganda.	This indicator measures the number of advocacy engagements conducted for a gender responsive framework to regulate and harmonize the export of labour industry in Uganda.	8

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	4	4	2	2	4	4	4	PC-KLVA
0	4	4	2	2	4	4	4	PC-KLVA
0	2	3	2	1	1	2	2	PC-KLVA
0	1	2	1	1	1	1	1	PC-KLVA

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
	# of actors and policy makers engaged in advocacy platforms to push for a gender responsive framework to harmonize and regulate the export labour industry in Uganda.	This indicator measures the number of actors and policy makers engaged in advocacy platforms to push for a gender responsive framework to harmonize and regulate the export labour industry in Uganda.	
Simplify and popularize basic laws on women's rights in the workplace.	# of basic laws on women's rights in the workplace simplified and popularized.	This indicator measures the number of basic laws on women's rights in the workplace simplified and popularized.	5
Build strategic partnerships with labour offices, workers' unions to promote reporting and handling of women's rights abuses at the workplace.	# Of strategic partnerships with labour offices and worker's unions to promote reporting and handling of women's rights abuses at the workplace.	This indicator measures the number of strategic partnerships with labour offices and worker's unions to promote reporting and handling of women's rights abuses at the workplace.	7
	# Of engagement events with labour offices and worker's unions to promote reporting and handling of women's rights abuses at the workplace.	This indicator measures the number of engagement events with labour offices and worker's unions to promote reporting and handling of women's rights abuses at the workplace	14
	# of worker's unions engaged in platforms to promote reporting and handling of women's rights abuses at the workplace.	This indicator measures the number of workers unions engaged in platforms to promote reporting and handling of women's rights abuses at the workplace.	4

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
20	20	40	60	80	80	100	100	Advocacy officer
0	1	1	1	1	-	1	-	PC-KLVA
0	1	1	1	1	1	1	1	PC-KLVA
0	2	2	2	2	2	2	2	PC-KLVA
0		1	-	2	-	1	-	PC-KLVA

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Outcome 4: Increased understanding and influence amongst stakeholders on implementation of laws policies and processes that promote women's rights and access to justice.			
Coordinate development of a gender awareness program for decision-makers and policy makers at national and sub-national levels.	A gender awareness programme for decision and policy makers at national and sub national levels developed.	This indicator qualitatively measures the development of a gender awareness programme for decision and policy makers at national and sub national levels.	1
	# Of decision and policy makers at national and sub national levels participating in the gender awareness programme.	This indicator measures the number of decision and policy makers at national and sub national levels participating in the gender awareness programme.	370
Develop legal education pack for women and girls on fundamental civic rights (sexual and reproductive health rights, economic and social-cultural rights).	A comprehensive legal education pack for women and girls on civil rights developed.	This indicator measures the development of a comprehensive legal education pack for women and girls on civil rights.	1
	# Of women and girls benefiting from the comprehensive legal education park on fundamental civic rights.	This indicator measures the number of women and girls benefiting from the comprehensive legal education park on fundamental civic rights.	2800

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	-	1	-	-	-	-	-	PC-KLVA
20	20	30	40	50	60	70	80	PC-KLVA
0	-	1	-	-	-	-	-	PC-KLVA
0	100	200	300	400	500	600	700	PC-KLVA

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Coordinate collective advocacy for the review, enactment, and enforcement of laws, on sexual and reproductive rights, VAW and GBV.	# of collective advocacy platforms held for the review, enactment, and enforcement of laws on sexual and reproductive rights, VAW and GBV.	This indicator measures the number of collective advocacy platforms held for the review, enactment, and enforcement of laws on sexual and reproductive rights, VAW and GBV.	14
	Develop a sustainability plan for the shelters.	This indicator measures the development of a sustainability plan for the UWONET shelters.	1
	# of protection shelters for GBV survivor's shelters resourced as a result of the advocacy initiatives.	This indicator measures the number of protection shelters for GBV survivor's shelters resourced as a result of the advocacy initiatives.	2
Build partnerships on advocacy for the protection of women's property and land rights.	# of partnerships built on advocacy for the protection of women's property and land rights.	This indicator measures the number of partnerships built on advocacy for the protection of women's property and land rights.	70
Documentation of experiences (lessons learned and best practices) on women's access to justice.	# of knowledge products documenting experiences on women's access to justice produced and disseminated.	This indicator measures the number of knowledge products documenting experiences on women's access to justice produced and disseminated.	3

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	2	2	2	2	2	2	2	PC-KLVA
0	-	1	-	-	-	-	-	PC-KLVA
2	2	-	-	-	-	-	-	PC-KLVA
10	10	-	10	15	10	10	15	PC-KLVA
0	-	1	-	1	-	-	1	PC-KLVA

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
SO4: To strengthen networking and information sharing amongst stakeholders through women's spaces.			
Outcome 1: Enhanced collaboration and synergy between UWONET, membership and stakeholders for the promotion of GEWE.			
Support and organize Women's Forum/ Platforms at different levels including district, regional and national level.	# of women's forums or platforms organized with UWONET support at district, regional and national levels.	This indicator measures the number of women's forums or platforms organized with UWONET support at district, regional and national levels.	74
	# of women engaged in women's forums organized with UWONET support at district, regional and national levels.	This indicator measures the number of women engaged in women's forums organized with UWONET support at district, regional and national levels.	
Coordinate joint programming, resource mobilization and advocacy.	# of joint programming, resource mobilization and advocacy platforms coordinated.	This indicator measures the number of joint programming, resource mobilization and advocacy platforms coordinated.	14
Conduct research, manage knowledge, and share information to inform programming on GEWE among members and allies.	# of research studies on GEWE conducted and disseminated to members and allies.	This indicator measures the number of research studies on GEWE conducted and disseminated to members and allies.	2
	# of knowledge products documenting aspects of GEWE produced and shared with members and allies.	This indicator measures the number of knowledge products documenting aspects of GEWE produced and shared with members and allies.	14

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
2	10	10	10	12	12	10	10	PC-KLVA
	10000	10000	10000	12000	12000	10000	10000	PC-KLVA
0	2	2	2	2	2	2	2	DOP
0	-	1	-	-	1	-	-	MEL
2	2	2	2	2	2	2	2	PC-WEJE

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Thematic focus area 4: institutional governance and management			
Strategic Objective 5: To strengthen the capacity of UWONET's membership and the district women's networks for strategic, programmatic and administrative interventions by 2028..			
Outcome 1: Enhanced membership growth and participation in the network.			
Expand the network's membership to correspond to UWONET's response areas.	# of new members admitted to the network to correspond to UWONET's response areas.	This indicator measures the number of new members admitted to the network to correspond to UWONET's response areas.	45 organisations, 20 individuals
	# of organisations where UWONET is a member-association (National, Regional & International)	This indicator measures the number of organisations where UWONET is a member-association (National, Regional & International).	13
Disseminate and orient members on the network's policies.	% of members oriented on the network's policies	This indicator measures the percentage of members oriented on the network's policies.	90%
Develop and implement a capacity development programme for members.	A capacity development programme for members developed and implemented.	This indicator measures the development and implementation of a capacity development programme for members.	1
	% of members engaged in the capacity development programme.	This indicator measures the percentage of members engaged in the capacity development programme.	90%
Review membership policy	Membership policy reviewed and approved.	This indicator measures the review and approval of the UWONET membership policy	1

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
24,9	3,2	3,1	4,1	3,2	3,3	3,1	3,1	Administration and Membership Liaison Officer
6	1	2	2	2	2	2	2	Administration and Membership Liaison Officer
24,9	90%	90%	90%	90%	90%	90%	90%	Administration and Membership Liaison Officer
0	-	1	-	-	-	-	-	Administration and Membership Liaison Officer
0	90%	90%	90%	90%	90%	90%	90%	Administration and Membership Liaison Officer
0	-	-	1	-	-	-	-	Administration and Membership Liaison Officer

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Develop membership database and update	A membership data base developed and updated	This indicator measures the development and updating of the membership data base at UWONET.	1
Strengthen membership thematic clusters/ working groups and collaboration.	# of membership thematic clusters/working groups strengthened.	This indicator measures the number of membership thematic clusters/working groups strengthened	20
Organize and facilitate joint activities and events including Women's Forum/Platforms at different levels to promote collective vision and focus on the gender agenda.	# of joint events/activities organized and facilitated to promote collective vision and focus on the gender agenda.	This indicator measures the number of joint events/activities organized and facilitated to promote collective vision and focus on the gender agenda.	21
Organize annual members forums	# of annual members forums organized	This indicator measures the number of annual members forums organized	14
Coordinate information and knowledge sharing among UWONET's members.	# of information and knowledge sharing platforms held for members	This indicator measures the number of information and knowledge sharing platforms held for members.	14
Outcome 2: Strengthen the existing and build new strategic partnerships for improved results and visibility.			
Map potential strategic partners and allies in the donor community, public and private sector.	# of potential strategic partners and allies in the donor community, public and private sector mapped.	This indicator measures the number of potential strategic partners and allies in the donor community, public and private sector mapped.	35

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	-	-	1	-	-	-	-	Administration and Membership Liaison Officer
4	2	3	3	3	3	3	3	Administration and Membership Liaison Officer
0	3	3	3	3	3	3	3	Administration and Membership Liaison Officer
0	2	2	2	2	2	2	2	Administration and Membership Liaison Officer
0	2	2	2	2	2	2	2	Administration and Membership Liaison Officer
15	5	5	5	5	5	5	5	DOP

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
	# of potential strategic partners and allies in the donor community, public and private sector engaged to support UWONET activities.	This indicator measures the number of potential strategic partners and allies in the donor community, public and private sector engaged to support UWONET activities.	30
Organize and facilitate forums for strategic engagements with various stakeholders in the public, private and CSO sectors to promote equality and women's empowerment.	# of forums for strategic engagements with various stakeholders organized and facilitated to promote gender equality and women's empowerment.	This indicator measures the number of forums for strategic engagements with various stakeholders organized and facilitated to promote gender equality and women's empowerment.	74
	# of stakeholders engaged through forums across the public, private and CSO sectors to promote gender equality and women's empowerment.	This indicator measures the number of stakeholders engaged through forums across the public, private and CSO sectors to promote gender equality and women's empowerment.	
Join and/or enrol for membership at regional (East African Community, African Union) and international (Commission on the Status of Women) level in order to participate and inform the women agenda at various levels.	# Of regional and international forums where UWONET participates to influence women agenda.	This indicator measures the number of regional and international forums where UWONET participates to influence women agenda.	3

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
15	2	3	5	5	5	5	5	DOP
2	10	10	10	12	12	10	10	ED
	10000	10000	10000	12000	12000	10000	10000	DOP
0	3	3	3	3	3	3	3	Administration and Membership Liaison Officer

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Collaborations with Government MDA's on GEWE	# of Collaborations with Government MDA's on GEWE	This indicator will track the # of collaboration between UWONET & Government MDA's on GEWE	6
SO6: To strengthen UWONET's institutional capacity for strategic, programmatic and administrative interventions by 2028.			
Outcome 1: Diversified and sustainable resource base for UWONET.			
Review the resource mobilization policy.	The resource mobilization policy reviewed and approved.	This indicator measures the review and approval of the resource mobilization policy.	2
Initiate development of consultancy arm to enhance resource mobilization.	A functional consultancy arm of UWONET established and equipped with necessary staff and support.	This indicator measures the establishment of a functional consultancy arm of UWONET. This will be reviewed at least once in the period of the strategy	1
	# of consultancy assignments attracted and implemented	This indicator measures the number of consultancy assignments attracted and implemented	6
Develop a social/ investment entrepreneurial policy and strategy /business plan	A social entrepreneurial policy for UWONET developed and approved	This indicator measures the development and approval of the social entrepreneurial policy for UWONET.	1
	A social entrepreneurial strategy for UWONET developed and approved	This indicator measures the development and approval of a social entrepreneurial strategy for UWONET	1

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	-	1	1	1	1	1	1	PC-KLVA
	1	-	-	1	-	-	-	ED
0	1	-	-	-	-	-	-	ED
0	-	1	1	1	1	1	1	ED
0	1	-	-	-	-	-	-	DOP
0	1	-	-	-	-	-	-	DOP

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
	A business plan for the entrepreneurial arm of UWONET developed and approved.	This indicator measures the development and approval of a business plan for the entrepreneurial arm of UWONET	1
Organize annual donors' forums.	# of annual donor's forums organized	This indicator measures the number of annual donor's forums organized	7
Develop a sub granting mechanism and build the capacity of the UWONET Secretariat in grants and fiduciary management.	A sub granting policy for resource mobilization developed	This indicator measures the development of a sub granting policy for resource mobilization	1
	# of trainings for UWONET secretariat staff in grants and fiduciary management conducted	This indicator measures the number of trainings for UWONET secretariat staff in grants and fiduciary management conducted	4
	# of staff trained in grants and fiduciary management at UWONET	This indicator measures the number of staff trained in grants and fiduciary management at UWONET	25
	# of grants attracted by the trained in staff	This indicator measures the number of grants attracted by the trained in staff	70
	% of the UWONET annual budget covered by the grants	This indicator measures the percentage of the UWONET annual budget covered by the grants.	90%

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	-	1	-	-	-	-	-	ED
0	1	1	1	1	1	1	1	ED
0	1	-	-	-	-	-	-	FAM
		1	1	1	1			FAM
	-	25	-	25	-	25	25	FAM
0	10	10	10	10	10	10	10	DOP
0	90%	90%	90%	90%	90%	90%	90%	FAM

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Outcome 2: Enhanced technical capacity for effective governance and programme management.			
Review and develop UWONET's systems and policies to respond to demands and challenges of the new Strategic Plan.	# of policies reviewed and aligned to the new extended strategic plan 2019-2028.	This indicator measures the number of policies reviewed and aligned to the new extended strategic plan 2019-2028.	5
	# of policies developed and aligned to the new extended strategic plan 2019-2028	This indicator measures the number of policies developed and aligned to the new extended strategic plan 2019-2028	3
Conduct organizational capacity needs assessment of the UWONET secretariat.	An organizational capacity needs assessment of the UWONET secretariat conducted.	This indicator measures the conduct of an organizational capacity needs assessment of the UWONET secretariat.	1
Capacity development plan for Board and Staff to deliver programmes.	A capacity development plan for board and staff developed, approved, and implemented.	This indicator measures the development, approval, and implementation of a capacity development plan for board and staff.	1
	# of capacity building platforms for the board and staff conducted.	This indicator measures the number of capacity building platforms for the board and staff conducted.	14
Plan for human resource attraction, sustainability, and development to deliver on the mandate of the organization.	A human resource development plan developed, approved, and implemented	This indicator measures the development, approval, and implementation of a human resource development plan	1

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
12	1	-	-	1	1	1	1	HR and Admin Officer
0	1	-	-	2	-	-	-	
0	1	-	-	-	-	-	-	MEL
0	1	-	-	-	-	-	-	ED
2	2	2	2	2	2	2	2	ED
0	1	-	-	-	-	-	-	ED

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Outcome 3: Improved monitoring, evaluation and learning systems at the UWONET Secretariat.			
Develop a robust organizational MEL system.	A robust MEL system and policy developed, approved, and set up at UWONET.	This indicator measures the development, approval and set up of a robust MEL system and policy at UWONET	1
	A MEL framework and plan developed and aligned to the new extended SP 2019-2028.	This indicator measures the development and alignment of the MEL framework and plan to the new extended SP 2019-2028.	1
Build staff capacity to collect, analyse, report, and use data for decision making.	# of UWONET staff trained to collect, analyse, report, and use data for decision making.	This indicator measures the number of UWONET staff trained to collect, analyse, report, and use	50
Provide staff with the necessary equipment and tools for MEL function.	# of staff equipped with necessary tools and facilities to effectively conduct M&E.	This indicator measures the number of UWONET staff equipped with necessary tools and facilities to effectively conduct M&E	5
Provide space for learning, reflection, documentation, and peer review.	# of learning and reflection sessions conducted.	This indicator measures the number of learning and reflection sessions conducted.	40
Conduct bi-annual reviews of the SP	# of bi- annual reviews of the SP conducted.	This indicator measures the number of bi- annual reviews of the SP conducted.	14
Prepare and disseminate bi-annual SP performance reports	# of quarterly SP performance reports on the prepared and disseminated	This indicator measures the number of quarterly SP performance reports on the prepared and disseminated	14

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
0	1	-	-	-	-	-	-	MEL
0	1	-	-	-	-	-	-	MEL
10	5	10	5	10	10	10	10	MEL
0	2	3	-	-	-	-	-	MEL
2	5	5	6	6	6	6	6	MEL
2	2	2	2	2	2	2	2	MEL
0	2	2	2	2	2	2	2	MEL

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Conduct mid-term and end line evaluation of the Strategic Plan	A mid-term review of the extended Strategic plan 20219-2028 conducted.	This indicator measures the conduct of the mid-term review of the extended Strategic plan 2019-2028	1
	End line evaluation of the extended Strategic plan 2019-2028 conducted.	This indicator measures the conduct of the End line evaluation of the extended Strategic plan 2019-2028	1
Develop a transition policy/plan	A transition policy and system manual for UWONET developed, approved, and implemented.	This indicator measures the development, approval, and implementation of the transition policy and system manual for UWONET	1
Outcome 4: Strengthen capacity for information generation on best practices for improved knowledge management and programming			
Build capacity and systems to capture best practices.	A knowledge management system developed, approved, and set up	This indicator measures the development, approval and setting up of a knowledge management system for UWONET.	7
	# of staff trained in documenting best practices and learning (knowledge products).	This indicator measures the number of staff trained in documenting best practices and learning (knowledge products).	65
Partner with research institutions to collect and disseminate contemporary information regarding gender equality and women's empowerment.	# of research institutions engaged as partners in knowledge generation on gender equality and women's empowerment.	This indicator measures the number of research institutions engaged as partners in knowledge generation on gender equality and women's empowerment.	6

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
1	-	-	-	1	-	-	-	MEL
0	-	-	-	-	-	-	1	MEL
0	0	-	1	-	-	-	-	HR and Admin Officer
2	1	1	1	1	1	1	1	MEL
2	5	10	10	10	10	10	10	MEL
0	1	1	1	1	1	1	1	MEL

Strategic Objectives/ Interventions/Actions	Performance Indicators	Indicator Definitions	Aggregate Targets
Conduct research, publish, and disseminate findings to inform policy and programming in gender equality and women's empowerment.	# of research studies conducted on gender equality and women's empowerment.	This indicator measures the number of research studies conducted on gender equality and women's empowerment.	14
	# of policy briefs and other publications produced and disseminated on gender equality and women's empowerment.	This indicator measures the number of policy briefs and other publications produced and disseminated on gender equality and women's empowerment	14
	# of policy engagements conducted to disseminate information and knowledge on gender equality and women's empowerment.	This indicator measures the number of policy engagements conducted to disseminate information and knowledge on gender equality and women's empowerment.	14
Develop and maintain data management systems	A knowledge information management system developed, approved, and maintained.	This indicator measures the development, approval, and maintenance of a knowledge information management system at UWONET.	1
Enhance institutional capacity in IT, Physical and technical	# Of staff trained in basic IT and information systems management to support knowledge generation and management.	This indicator measures the number of staff trained in basic IT and information systems management to support knowledge generation and management	50
Maintain active institutional online platforms such as website, Face book, Tweeter among others.	# Of updated online informational platforms for UWONET created and maintained	This indicator measures the number of updated online informational platforms for UWONET created and maintained.	4

Baseline (2021)	Annual Targets							Responsible Person(s)
	2022	2023	2024	2025	2026	2027	2028	
1	2	2	2	2	2	2	2	MEL
0	2	2	2	2	2	2	2	Advocacy officer
0	2	2	2	2	2	2	2	Advocacy officer
0	-	1	-	-	-	-	-	MEL
1	5	5	10	10	10	10	10	IT Officer
4	4	4	4	4	4	4	4	Communications/ IT officer

A stylized graphic of a mountain range with jagged peaks, rendered in white and light blue against a dark blue background.

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