



Reach the Youth Uganda

# REACH THE YOUTH UGANDA

## STRATEGIC PLAN; 2023-2028



Adolescent girls under the DREAMS Project ongoing training in tailoring, 2018

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## FOREWORD

The 2014 census report indicated that Uganda's population was 34.9 million with annual growth rate at 2.8%. The latest United Nations data (2022), indicated that the current population of Uganda is estimated at 48,582,334 and is one of the fastest-growing populations in the world with more than 50 per cent of its citizens below the age of 18 years and 75 percent below 30 years. This number is expected to double by 2040. Unemployment among the youth was reported at more than 65 per cent and factors fuelling this high population growth rate include; persistent high fertility coupled with the high unmet need for family planning services; teenage pregnancies and child marriages.

The 2016 Uganda Demographic Health Survey trends recorded that 58% of women in Uganda had experienced physical violence at some point since the age of 15 years. 28% of women aged 15-49 years have experienced sexual violence during pregnancy. The current rate of inequality for women stands at 95% in Uganda and more than 40% of Ugandan women have suffered domestic violence. RTY's challenge in this strategic plan is to demonstrate to government that a youthful population structure can be an opportunity than a threat to development of the country. RTY holds this position with confidence based on learning from the human development investments that helped to redirect the economic muscle of the **"five Asian tigers"**. We believe that we can attain demographic dividends when significant investment is made to stimulate production and productivity of youth in Uganda.

RTY third Strategic Plan allowed the organisation to scan its' internal and external environment using a Strengths, Weaknesses, Opportunities and Threats (SWOT) and political, economic, social, technological, environmental and Legal (PESTEL) analysis. The results of these assessments were analysed using the 5 Capabilities organisational assessment approach which focussed on the following 5 key capabilities; *Capability to act and commit, Capability to deliver on development objectives, Capability to adapt and self-renew, Capability to relate to external stakeholders and the Capability to balance diversity and maintain coherence*:

The RTY Strategic Plan 2023-2028 reaffirms that our Mission is *"To partner with the youth and contribute to the process of enabling them to access opportunities and make right choices for sustainable livelihoods"*. It elaborates our five core values, namely (1) Integrity, (2) Teamwork (3) Innovativeness (4) Mutual respect and (5) Professionalism. The document spells out our strategies in the quest to serve our clients effectively and efficiently. This strategic plan shall enable the organisation and staff to reflect on individual perspectives, roles and problems by adhering to the agreed upon organisation's goals and objectives in a timely manner. It shall as well help the organisation in building team work for a common vision.

We therefore urge all our development partners; stakeholders' and staff committed to this plan to inspire, motivate and encourage a paradigm shift in the way society views youth as economic dependants and a social liability to productive and self-reliant members of society.

Reach The Youth Uganda extends her sincere appreciation to funding partners for budget support, institutional capacity building and moral support which enabled RTY to develop, formulate and implement strategic programs and projects that were enshrined in the previous strategic plan(2016-2020). We do not take this support and investment for granted.

Our sincere appreciation goes to; Washington University in St. Louis and her in country research Centre- the International Center for Child Health and Development (ICHAD); United States Agency for International Development (USAID) through Catholic Relief Services (CRS); Centers for Disease Control and Prevention (CDC) through Baylor Uganda and Rakai Health Sciences Program; Makerere University and Arizona State University-USA; Re-Earth through the regeneration agriculture programme; and the National Institute of Health through the Adolescent HIV Prevention and Treatment Implementation Science Alliance (NIH/AHISA).

Lastly but not least, our sincere gratitude goes to the collaboration and good working relationship with the local governments in Mbarara, Kyenjojo, Wakiso and the seven districts in greater Masaka region which include Masaka, Rakai, Lwengo, Bukomansimbi, Kalungu, Kyotera and Lyantonde. We appreciate all the district technical and political leaders whose support of our programmes was exceptional. We are optimistic that our collaboration with the different NGOs implementing similar project shall spur significant change amongst the youth in Uganda and cause rapid socio-economic transformation.

Finally, without the contribution of RTY Advisory Board, management and staff who facilitated the entire planning process and reviewed the final document, the outcome of this entire exercise would not have become a reality.

## EXECUTIVE SUMMARY

This 5-Year Strategic Plan 2023-2028 was developed through a participatory and consultative process allowing key stakeholders to contribute and refine the programmes. RTY has maintained the key programmes intervention such as Sexual Reproductive Health and Rights (SRHR) including HIV/AIDS Prevention and care; and Socio-economic interventions with a focus on vocational training, agribusiness, income generating activities and financial literacy training. In reference to United Nations' Sustainable Development goals (SDGs), RTY has included the Environmental Protection and Climate Action Programme.

During the strategic planning process, RTY was able to generate new ideas and actions that provided RTY central structure and project its future. It is because of this strategic plan that RTY decided what it wants to be in the future, and how it intends to get there. During the process of strategic planning, RTY was able to review and uphold its vision, articulate her purpose, and set strategic goals that are long-term and forward-focused. The strategic goals inform operational goals and incremental milestones that shall be reached. Some of the benefits of this planning process is that RTY was able to focus, establish and stick to priorities; and create building blocks for the future. Because of going through the planning process, RTY was able align her teams and employees around a common goal and this clearly challenges everyone to work towards the same objective, set realistic goals based on substantial analysis of the priority programme areas. It will allow management to narrow down key attributes such as mission, vision, and values, as well as long-term goals, actionable plans, and benchmark metrics as outline in the tables under each programme.

RTY will focus her fundraising initiatives being guided by the four Programme areas outlined in the Strategic Plan. From this framework, annual operational plans and programme budgets, projects, strategies, work plans and budgets will be formulated, implemented, monitored and coordinated. The purpose of this Strategic plan is to contribute to Uganda's efforts to realize the demographic dividend of having a predominantly youthful population (where 75% of the population is below 30 years of age). by accelerating investments in health, sustainable livelihoods, human rights, governance and social justice for youth in order to stimulate their participation in the development of Uganda.

The Strategic plan takes into account experiences of RTY from the third Strategic Plan (2016-2020) and is aligned with national and international development priorities, especially Uganda Vision 2040, the third National Development Plan, (NDP111, 2020/21 – 2024/25), Sustainable Development Goals (SDGs), Africa Union Continental Policy Framework on SRHR.

**Vision:** We envision “A world where the youth have an opportunity to maximize their potential and influence decisions that affect their lives”.

**Mission:** We renew our commitment “To partner with the youth and contribute to the process of enabling them to access opportunities and make right choices for sustainable life.”

**Core values:** the following values and principles will guide programming work in RTY within the context of this Strategic plan: Integrity, Teamwork, Innovativeness, Mutual Respect and Professionalism

**Core principles:** Young people-centred, Youth participation, Learning, Integrated, Gender-sensitive, investing in staff and volunteers, Accountability and Respect for the environment.

### **Strategic Goals and Objectives**

RTY's responses in the four thematic areas, will be guided by the following strategic goals. These are further broken down into specific strategic objectives, strategic interventions and outputs.

**Strategic goal:** To enable youth live healthier, more productive and sustainable livelihoods.

#### **Strategic objectives**

1. To increase access to and utilization of sexual and reproductive health information and services including reduction in new HIV infections among adolescents, youth and most at risk populations less than 30 years.
2. To increase self-employment opportunities for youth through training in vocational, agribusiness, financial literacy and income generating activities.
3. To reduce risk and vulnerability to climate change, strengthen resilience, enhance well-being and the capacity to anticipate, and respond successfully to change
4. To strengthen the institutional capacity of RTY to inspire effectiveness and efficiency.

I wish to express my appreciation to all those who worked tirelessly towards the production of this Strategic Plan and I am optimistic that this document shall guide all of us appropriately for effective execution of the proposed programmes during the period 2023 to 2028.

Dr. Abel N. Mwebembezi

**EXECUTIVE DIRECTOR**

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## ACRONYMS

AHISA	Adolescent HIV Prevention and Treatment Implementation Science Alliance
AIDS	Acquired Immune Deficiency Syndrome
ARVs	Anti Retrieval Virus
CDC	Centre for Disease Control and Prevention
CRS	catholic Relief Services
DCDO	District Community Development Officer
EDPs	Evidence Based Practices
GOU	Government of Uganda
HIV	Human Immune Virus
ICHAD	International Centre for Child health and Development
LST	Life Skills Training
MARPS	Most At Risk Populations
MOH	Ministry of Health
NDP	National Development Plan
NGO	Non-Governmental Organisation
NGP/NAP	National Gender Policy and National Action Plan
NIH	National Institute of Health
P2P	Power to People
PDM	parish Development Model
PPPs	Private-Public Partnerships
RTY	Reach The Youth
SDG	Sustainable Development Goals
STDs	Sexually Transmitted Diseases
SWOT	Strength, Weaknesses, Opportunities and Threats
UDHS	Uganda Demographic Health Survey
UNFPA	United Nations Fund for Population Activities
USAID	United States Agency for International Development
VST	Vocational Skills Training
WHO	World Health Organization

# 1.0 INTRODUCTION

## 1.1 BACKGROUND

Since her founding in 2004, RTY programmes have target young people 10-24 years and to a less extend youth up to 35 years. Our programs aim at improving the socio-economic and health status of adolescents and youth by overcoming barriers to self-improvement and development. RTY work is inspired by experiences from the Power to People **(P2P)** work (Bjorkman 2007, 2013). RTY programmes are hinged on evidence based practices (EBPs) in empowering adolescents youths to promote socio-economic development. Over the years RTY has made significant contributions towards promoting positive behavioural health practices with an aim of reducing a range of health and social challenges such as early initiation of sex without adequate knowledge and skills for protection, high risk of unwanted pregnancy, unsafe abortion and sexually transmitted infections including HIV/AIDS. The socio-economic challenges behind the high youth unemployment rate are attributed to lack of employable skills, limited access to resources like land and capital and negative attitude towards certain types of work hence the need to change their mindset. During the period of this new strategic plan 2023-2028, RTY will continue to target youths below 30 years of age and key populations.

The five year Strategic Framework was developed through consultative and participatory processes involving key stakeholders including RTY policy makers, management and staff, young people and partners. In addition, RTY referenced her strategic plan on Uganda's Vision 2040, the 17 Sustainable Development goals (SDGs), and other policies such as the adolescent health, gender, population employment policies. These frameworks and policies provide an in-depth perspective into the opportunities available for and challenges experienced by the youth. The policies also provide a clear understanding on recommended programmes interventions and strategies recommended by government of Uganda. The strategic planning meetings provided RTY with an opportunity to reflect on the past, scan the environment and reposition her programmes in the next five years.

## 1.2 RATIONALE FOR NEW STRATEGIC FRAMEWORK

The expiry of third strategic plan 2016 – 2020 necessitated a reflection of the current youth challenges, government policies, vision and the global framework so as to be able to produce a more realistic plan.

**a. Harnessing the opportunities in a youthful population structure:**

Considering that about 78% of the Uganda's population is below 30 years (Census 2014), strategic programming and investment in health, education and socio-economic initiatives to meet the needs of increasing numbers of the youth population required an assessment of current government priorities. This is the only way RTY contribution will compliment government efforts in transforming the youthful population from being highly dependent to self-initiators. RTY's renews its commitment to invest in youth to become healthier, more productive and self-reliant.

**b. Addressing Youth unemployment Challenges :**

Youth unemployment in Uganda stands at more than 65 per cent (State of population report, 2014). Considering that Uganda's economy thrives on agriculture, maximizing opportunities in agriculture sector will provide opportunities for the youth to engage in money economy. Emphasizing agriculture sector which currently employs over 80% of the population, the growing small scale industries, and improving supply and value chains for agro-based actors will go a long way in providing self-employment opportunities for youth. Therefore, RTY's investment in vocational training, agribusiness and value addition will enable youth acquire competencies relevant for today's markets hence overcoming barriers to youth unemployment.

**c. Repositioning RTY to address changing funding challenges:**

The reduction in funding from northern donor agencies to civil society organizations (CSOs) has increased competition for the few existing funding opportunities. We recognize the shift in focus towards evidence-based programming (EBPs) based on tested solutions in public health and socio-economic interventions.

**d. Youth population being most at risk of HIV/AIDS:**

HIV prevalence among Most at Risk Populations (MARPs) is quite high and a significant proportion of the MARPs are youth aged 15-30 years. This category is predominantly comprised of youth involved in *commercial sex work*. Therefore investing in HIV/AIDS services targeting this special group is critical to attaining the national target of achieving ZERO new HIV infections in Uganda by 2030. Behavioural change communication interventions, life skills training, peer education and promoting youth friendly services will increase uptake of HIV prevention and treatment services among MARPS. In addition RTY will intergarte

implementation science in increasing adoption of evidence based practices (EBPS) to increase uptake of HIV care services.

**e. Increasing behavioural and reproductive health challenges :**

Approximately 1.2 million pregnancies are recorded in Uganda annually, 25 per cent of these are teenage pregnancies. More than 300,000 teenagers who get pregnant annually account for the bulk of unwanted pregnancies, which end up as unintended births or abortion<sup>1</sup>. Girls and young women become coerced into sex or can be obliged to trade sex for economic survival. RTY recognises the depth of the physical and psychological consequences of teenage pregnancy and child marriages. Our investment will be directed to interventions for the prevention of teenage pregnancy and early marriage in addition to supporting the victimised young people to learn essential life planning skills for coping with stress associated with early pregnancy and marriage.

**f. Aligning youth challenges to Uganda's Vision 2040:**

RTY will invest in processes that empower youth to change their mind set, focus on skills building , providing information that will enable them make informed decisions regarding their lives and more so in motivating young people to engage in self-employment. RTY shall achieve this through engaging the youth in mindset change, financial literacy training, vocational skills training, agribusiness training and value addition. In addition, youth will be mobilized to participate and take advantage of existing Government programs such as the Parish Development Model (PDM), Youth Fund, operation wealth creation among others.

**g. Aligning youth programme with the Global Sustainable Development Goals (SDGs):**

Youth are the custodians of the new global agenda (SDGs 2030). These global targets shall impact more on young people than any other cohort. Young people will transition to adolescence, adulthood, parenthood and working class. Therefore, empowering youth to create sustainable solutions is a vital investment. We ascribe to the view of the UN Sustainable Development Solutions Network for Youth (SDSN-Y) to encourage young people to prioritize the SDGs through campaigns, educations programs, policy dialogues, research and solutions initiatives.

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<sup>1</sup> Uganda Bureau of Statistics report, 2013

## 2.0 SITUATIONAL ANALYSIS

Uganda is ranked among the poorest countries in the world and is ranked 143 out of 169 on the UNDP's Human Development Index (2010 HDI Report). An estimated 51% of the country's population lives on less than \$1.25 dollar a day and approximately 13% live in urban settings<sup>2</sup>. About 52% of Uganda's population is less than 15 years and 78% are below 30 years which is above Sub-Saharan Africa's average of 43.2 percent. This situation translates into high youth dependency ratio. The high fertility coupled with a high youthful population means that the population will continue rising even if fertility declines and the population structure is expected to remain largely youthful for at least the next 15 years.

### 2.1 Youth Un employment

According to the State of Uganda Population Report 2014, youth unemployment stands at more than 65 per cent. Whilst there is some cause for cautious optimism over growth in manufacturing and services, agriculture is the most important sector of the economy; employing over 80% of the work force and the vast majority of the poor. It is important that Uganda considers an agri-based industrialization to provide livelihoods for most families and increase rural electrification to promote low scale industries that will engage youthful population. It is estimated that 400,000 youths are released annually into the job market to compete for approximately 9,000 available jobs. About 30% of the youths who are institutionally qualified are unable to find jobs, and the situation is even worse for semi-skilled and unskilled youths. Youths who remain under or unemployed do not exploit their full potential. As a result, they are often associated with high incidences of drug abuse and gambling (ACODE, 2014). In addition, unemployed young people are forced to find alternatives to generate income, including activities in the survival-type informal sector and, in extreme cases, criminal activity.

### 2.2 Health

Health Survey (UDHS) of 2011 reports Maternal Mortality Rate at 438 deaths per 100,000 live births and only 48% of pregnant women attend Antenatal care at least four times and only 57% of deliveries are under skilled care. The quality of health services in most public health facilities in Uganda is inadequate to achieve the expected health outcomes especially for the most vulnerable populations. This has been attributed to stock outs of essential medicines for mothers (35%) and children (46%), health workers absenteeism (56%), poor health

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<sup>2</sup> Devdata.worldbank.org/AAG/uga\_aag. pdf

infrastructure ( 35%) fuelled by delays in the procurement process (Service Delivery Indicators report, 2013); (MOH report,2013/14).

The intensified HIV response in 2014 has resulted in increased uptake of HIV prevention, treatment and care services leading to continued reduction in number of new HIV infections among adults and children, and aids related deaths to about 31,000 respectively. Despite this, Uganda is still classified as a high burden country with high number of persons living with HIV which has continued to increase partly due to continued spread of HIV, and increased longevity among persons living with HIV<sup>3</sup>.Therefore adolescent sexual and reproductive health services including HIV and AIDS programming will be prioritized.

### **2.3 GENDER & RIGHTS**

Gender based violence in its various forms (domestic violence, sexual harassment, trafficking, rape and defilement, female genital mutilation) is a critical concern. Women of Uganda face a wide range of challenges including discrimination, low social status, lack of economic self-sufficiency, and greater risk of HIV/AIDS infection. In Uganda, as in many African countries, gender discrimination means that women must submit to an overall lower social status than men. For many women, this reduces their power to act independently, become educated, avoid poverty, and/or escape reliance upon abusive men. In 2011, Uganda Demographic Health Survey trends recorded that 58% of women in Uganda had experienced physical violence at some point since the age of 15 years and 28% of women aged 15-49 years have experienced sexual violence during pregnancy. The reduction between the two reports was negligible signifying the lack of absolute measures to combat the vice of violence against women. Police records show high numbers of defilement and rape which make girls vulnerable to physical and sexual violence, sexually transmitted infections including HIV. Harmful cultural practices like early marriages and a generally low status of women and girls is still persistent. UN data reveals that more than 40% of Ugandan women have suffered domestic violence.

### **2.4 CLIMATE CHANGE**

Human induced climate change has the potential to halt or reverse Uganda's development achievements. During the coming decades Uganda's agricultural households will continue

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<sup>3</sup> Uganda HIV and AIDS Country Progress report, 2014

to face significant challenges, including a deteriorating natural resource base and eroding ecosystem, and reduced access to land due to a rapidly rising population. While fully recognizing the importance of all of these factors, Uganda's agricultural households will face challenges due to impacts of climate change<sup>4</sup>. Natural and manmade disasters are increasingly a global concern; as their impact in one region can have a significant impact on another. Climate change could lead to regional insecurity through increased poverty and migration, as well as heightened competition over resources such as water. To stem climate change effects and consequences RTY shall engage the youth in ecosystem stabilization, environmental protection, tree planting, protection of river banks, agro-forestry and other interventions of climate action as outlined in SDGs.

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<sup>4</sup> Uganda climate change vulnerability assessment report, 2013

## 3.0 RTY Strategic Direction

This 5-Year Strategic Plan (2023-2028) focuses on both programmatic and organizational growth.

### 3.1 VISION and Mission

**Vision:** Our vision statement links our actions to our understanding of change, and offers a high level aim for the organisation by clarifying the ultimate long term impact to which we are all working. Our Vision Statement is:

***“A world where the youth have an opportunity to maximize their potential and influence decisions that affect their lives”.***

#### **MISSION:**

The mission once again reiterates our commitment to the poorest and most vulnerable.

***“To partner with the youth and contribute to the process of enabling them to access opportunities and make right choices for sustainable life.”***

### 3.2 CORE VALUES:

RTY believes that young people know what they want and are capable of developing themselves if provided with the right and conducive environment. To support the young population, achieve this, RTY shall be guided by the following values:

**Integrity:** We believe that being transparent and accountable; financially, socially and ethically to our beneficiaries, supporters, partners and friends is an integral part of our work.

**Team work:** All staff share responsibility for leading as well as supporting each other. Each person has a role to play in contributing towards the achievement of the organisations' mission and vision.

**Innovativeness:** RTY shall provide an environment that enables the staff to contribute meaningfully and realistically to the development of the organisation through testing new ideas, proving existing assumptions and searching for funding partners interested in supporting innovations.

**Mutual respect:** RTY believes in respect and value of each individual, irrespective of age, gender, ethnicity, race and any differences.

**Professionalism:** RTY shall demonstrate high standard of excellence, skill and ability in the execution of her work in order to provide quality services and use all forms of feedback to improve our services.

### 3.3 CORE PRINCIPLES

**Young People Centred:** The interests of young people shall remain at the centre of every activity of RTY. Young people will be consulted through baselines; consultative meetings and other forms to enable them express their views of what they feel is most suitable and appropriate for them.

**Youth Participation:** Young people shall be involved in the process of identifying their needs, exploring solutions, making decisions and planning actions. In this context, young people should be treated as citizens of today instead of the of the future and hence shall be involved in all decisions concerning them and the community they live.

**Learning:** Listening and learning from young people and exchanging ideas and information internally and internationally with other agencies is key. We embrace networking to ensure RTY continues to develop as an innovative and effective organisation.

**Integrated:** By addressing wider social, economic and cultural issues influencing young peoples' lives, youth will become active and productive members of society.

**Invest in staff and volunteers:** Staff development shall be one of the areas that will be emphasised in the next five years. Volunteers are a valued resource and their contribution and achievements should be accorded high recognition.

**Accountability:** Each staff take personal responsibility for using our resources efficiently.

**Respect for the environment:** The current climatic crises; global warming, incessant rains and temperature changes and droughts have been largely inspired by man. RTY shall pursue a green policy in all her programming to ensure that the environment is protected or helped to regenerate by encouraging use of renewable energy, tree planting and effective waste management.

**Gender-sensitive:** Gender will be a cross cutting theme in RT work. Every programme and activity will be assessed for gender sensitivity and gender will be mainstreamed in the organization.

### 3.4 OUR NICHE

RTY has been working with and for youth for close to 20 years hence the organization appreciates challenges of youth, knows the interest of the youth and capacity of the youth in determining their destinations. As a result, RTY will always consult youth through baselines

and focus group discussions, making reference to government and international policies and guidelines on youth programming. This will create opportunities for youth to actively participate in determining programme that are intended for them. RTY always offered opportunities for youngpeople, provided accurate and timely information and services to enable them make informed decisions. This Increased their competencies, self-esteem, skills and knowledge and enhanced individual development.

This explains our justification for focusing on health; education; economic empowerment; social inclusion and equity; and environment- climate action.

## 4.0 PROGRAMME AREAS:

In this SP 2023 – 2028 RTY shall focus its efforts on four programme areas.

1. Sexual and Reproductive Health Rights (SRHR) including HIV/AIDS
2. Socio-economic Development
3. Environment Protection and Climate Action.
4. Institutional capacity building
5. Monitoring the Strategic Plan

#### 4.1 SEXUAL AND REPRODUCTIVE HEALTH/ RIGHTS PROGRAMME

Reproductive health is a state of complete physical, mental and social well-being in all matters relating to the reproductive system and not just mere absence of disease. It implies that people are able to have a satisfying and safe sex life, the capability to reproduce, and the freedom to decide if, when, and how often to do so (UNFPA). Young people constitute over 78% of Uganda's population, with significant impact on population momentum, structure and growth rate. According to the 2016 Uganda Demographic Health Survey (UDHS), 24 percent of female teenagers are either pregnant or have given birth already and about 14 percent of young women and 16 percent of young men had their first sexual encounter before the age of 15, while 57 percent of young women had their first encounter before the age of 18. Twenty-four percent of female youths aged 15-24 have had an abortion. The SRHR Programme will cover the whole spectrum of sexual and reproductive health and rights namely comprehensive sexuality education, access to information and services and gender based approaches. Our role shall involve enhancing access to and utilization of SRH accurate Information and Services through delivery of youth friendly services.

<b>Strategic goal</b>	To increase access to and utilization of sexual and reproductive health information and services including reduction in new HIV infections among adolescents and youth.	
<b>Specific Objective</b>	<b>Strategic intervention</b>	<b>Output indicators</b>
<b>SO1:</b> To increase uptake of SRH information and services	<ul style="list-style-type: none"> <li>Develop age specific Behavior health interventions using IEC materials, social media and e-resources that target young people.</li> <li>Access to information and services.</li> <li>Provision of youth friendly services</li> <li>Adolescents and youth aged 15 – 30 years of age as primary clients.</li> </ul>	<ul style="list-style-type: none"> <li>Young people reached with SRHR information/ services</li> <li>Young people referred for VCT, STI &amp; other services</li> <li>Gender specific programs</li> <li>Number &amp; types of IEC materials distributed</li> <li>Building capacity health workers in provision of YFs</li> <li>Number of public health units creating safe for YFS</li> <li>School reached with SRH information and services</li> </ul>
<b>SO2:</b> To promote care and restorative services for teenage mothers and victims of early marriages	<ul style="list-style-type: none"> <li>Crisis pregnancy counselling services for adolescents</li> <li>Linkages and referrals for post abortion care (PAC)</li> <li>Supporting school drop out girls for training in income generating activities, agribusiness and financial literacy and business literacy.</li> </ul>	<ul style="list-style-type: none"> <li>Number of young adolescents guided through CPC</li> <li>Number linked and received PAC services</li> <li>Number of girls trained and supported to start business enterprises</li> <li>No. of RTY staff/volunteers trained in CPC and PAC</li> </ul>

## 4.2 HIV/AIDS PREVENTION & CARE PROGRAMME

According to UNAIDS 2013, 570 young women aged 15-24 get infected with HIV each week in Uganda. This rate is only second to South Africa in the whole African continent. Since 2011 a resurgence of the epidemic was recorded with HIV prevalence increasing to 7.3% among adults aged 15-49 years (Uganda AIDS Indicator Survey 2011). More women than men are infected HIV prevalence higher in women (8.3%) and girls than men (6.1%). Our programme is inspired by the national commitment to “Re-engaging Communities for Effective HIV Prevention” as a strategy to accelerate community action towards zero new infections. The programme shall mitigate the effects of the epidemic through psychosocial support, protection and empowerment particularly for the youth, PLHIV and OVC. HIV prevention and care services will entail a package of combination interventions targeting MARPs as a special category dominated by youth.

<b>Strategic goal</b>	To contribute to a reduction in new HIV infections amongst youth (15 – 30 years) especially most at risk populations in Uganda	
<b>Strategic objective</b>	<b>Strategic intervention</b>	<b>Output indicators</b>
<b>SO1:</b> To increase access and utilization of HIV/AIDS prevention and treatment services for young people	<ul style="list-style-type: none"> <li>Partnership/ networking and Behaviour change strategies</li> <li>HCT</li> <li>Peer education</li> <li>Debates, for school going young people to influence choices for safe sex</li> <li>Community dialogues, Games and sports</li> </ul>	<ul style="list-style-type: none"> <li>Number of young people reached with IEC/BCC.</li> <li>No. integrated HIV prevention services (VCT, RCT, management of STIs, PMTCT, male circumcision, blood safety, PEP) with SRH services</li> <li>Number of young people enrolled into sports groups for prevention of HIV/AIDS</li> </ul>
<b>SO2:</b> To increase uptake/demand for HIV/AIDS treatment, care and support services for young positives.	<ul style="list-style-type: none"> <li>Partnership / networking with PHA network organisations for advocacy and accountability</li> <li>IEC ( social media, SMS platforms, printing , MDD / radios)</li> <li>Community dialogues</li> <li>peer education</li> <li>Anti-stigma and social discrimination actions among youth</li> </ul>	<ul style="list-style-type: none"> <li>No. of young positives counselled on positive living</li> <li>No. supported to embrace safer sex practices</li> <li>No. referred to expert centres for youth friendly HIV/AIDS services</li> <li>Home based follow ups for care and adherence to treatment and care provided</li> <li>Linking for learning and experience sharing</li> <li>No. of youths reached with anti-stigma messages</li> </ul>
<b>SO3:</b> To reduce social, cultural, economic barriers to HIV/AIDS.	<ul style="list-style-type: none"> <li>Research partnerships on the burden of HIV/AIDS</li> <li>Match-saving interventions for OVCs and young positives</li> <li>Breaking cultural and social drivers of stigma</li> <li>Supporting HIV/AIDS OVC households to save and engage in profitable Income generation projects</li> </ul>	<ul style="list-style-type: none"> <li>No. of research partnerships on HIV/AIDS OVC households implemented</li> <li>No of OVC HHs supported with match savings</li> <li>No. of cultural and opinion leaders engaged to support HIV/AIDS anti-stigma campaigns</li> </ul>

### **4.3 SOCIO-ECONOMIC LIVELIHOOD PROGRAMME**

About 32 per cent of these are jobless, according to a 2012 Bureau of Statistics report. Agricultural employment continues to cater for some 70% of the Ugandan workforce. The non-farm informal sector, which comprises mainly micro enterprises, own account workers and unpaid family workers, has declined in recent years, but still accounts for 18% of total employment, and 58% of the non-agricultural employment. Less than 40% of large and medium firms regard courses offered by BTVET institutions as relevant.<sup>5</sup>

Soft skills necessary to perform well in modern work environments are underdeveloped among the Ugandan workforce and not appropriately taken into account in training programmes. These include communication, computer literacy, customer care, problem solving, work attitudes and ethics.

In light of all these realities, climate change remains a major challenge for agriculture, food security and rural livelihoods for approximately 70 percent of the population depending on agriculture as their primary source of livelihood. Agriculture is the sector most vulnerable to climate change because people involved in agriculture tend to be poorer compared with urban residents. The short term losses in the form of reduction in livelihoods and incomes due to impact of climate change on agriculture are well known. It is universally recognised that climate change brings new uncertainties, adds new risks and changes already existing risks, one of the most effective ways for agriculture to adapt to climate change could be to increase its resilience.

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<sup>5</sup> Skilling Uganda Strategic plan 2011-2020

## PROGRAMME STRATEGIC DIRECTION

<b>Strategic Goal</b>	To increase self-employment opportunities for school dropouts and youth who have completed formal education	
<b>Strategic Objective</b>	<b>Strategic intervention</b>	<b>Output indicators</b>
<b>SO1:</b> To equip youth with vocational and entrepreneurship skills to enable them become self-reliant	<ul style="list-style-type: none"> <li>• Establish partnerships with vocational training institutions, mentors and artisans</li> <li>• Support the youth with tuition to access training</li> <li>• Establish partnership with institution in and out of the country that provide tool kits for youth</li> <li>• Engage MOE-BTVET/ MGLSD to assess and award certificates to youth after training</li> </ul>	<ul style="list-style-type: none"> <li>• Number of formal and informal vocational training centres assessed (TOCA)</li> <li>• Number of youth placements in a range of vocational trainings including agriculture, business planning and management development</li> <li>• Number of vocational instructors oriented with new market demands for skilling young people</li> <li>• Number of youths applying their vocational skills for gainful employment</li> <li>• Number of young graduates from vocational schools supported with match-saving or long term loans for start-up tools</li> </ul>
<b>SO2:</b> To equip youth with financial literacy skills	<ul style="list-style-type: none"> <li>• Conduct financial literacy training (FLT)</li> <li>• Partner with financial institutions to support youth open saving bank accounts</li> <li>• Initiate Matched youth savings programme</li> </ul>	<ul style="list-style-type: none"> <li>• Number of youths attending FLT</li> <li>• Number of VSLAs owned by youth supported to register by the commercial officers at district and Sub county levels</li> <li>• Number of youths supported with credit from the VSLA to improve their businesses</li> <li>• Number of youth led VSLAs linked to financial banking institutions to access larger financial/business products</li> </ul>

#### 4.4 ENVIRONMENT and CLIMATE CHANGE CTION

The world is faced with the climate and biodiversity challenges, the reason the United Nations has declared 2021-2030 as the UN decade of ecosystem restoration. The aim is to reverse centuries of damage to forests, wetlands and other ecosystems. Treeplanting has been documented as one of the ways to restore local ecosystems Uganda, has developed a ten-year Environment Restoration Plan and declared the next ten years as a war decade for environment restoration. Uganda is making every effort to reverse forest cover loss, wetland cover loss and biodiversity loss to ensure there is adequate ecological restoration. Ecological restoration is the process of assisting the recovery of an ecosystem that has been degraded, damaged, or destroyed. The process of ecosystem restoration is the deliberate and systematic efforts to recreate or replace an ecosystem that has been degraded, damaged, or destroyed. Some of the more important and real challenges that interfere with accomplishing the desired outcomes of restorations are that natural systems are constantly changing; humans have an imperfect understanding of natural systems and the lack of available information about earlier successes and failures. Mitigating climate change means reducing the flow of heat-trapping greenhouse gases into the atmosphere. This involves cutting greenhouse gases from main sources such as power plants, factories, cars, and farms. Forests, oceans, and soil also absorb and store these gases, and are an important part of the solution

<b>Strategic goal:</b> To reduce risk and vulnerability to climate change, strengthen resilience, enhance well-being and the capacity to anticipate, and respond successfully to change		
<b>SO1:</b> To contribute to the reduction of negative effects of climate change through promotion of environmentally friendly production/ livelihood practices	<ul style="list-style-type: none"> <li>• Sensitizing youth about climate change, its effect on human population and restoration mechanisms</li> <li>• Participate in tree planting campaigns and management of plastics</li> <li>• Popularize climate smart production techniques</li> <li>• Promotion of energy saving cooking stoves</li> <li>• partnership / networking</li> <li>• Training youth groups in energy conservation techniques – fuel efficient stoves</li> </ul>	<ul style="list-style-type: none"> <li>• No.of young farmers trained in climate smart techniques for agricultural production</li> <li>• Communities adopting energy conservation techniques – fuel efficient stoves and solar power</li> <li>• Number of young farmers adapting appropriate techniques for soil and water conservation in production</li> <li>• Number of youths investing in agro-forestry and tree planting as an environmentally friendly business</li> </ul>

#### 4.5 ORGANIZATIONAL DEVELOPMENT EFFICIENCY [ODE]

This section outlines strategic directions to align the organizational and management structures and operations with the strategic plan in order to achieve the mission of RTY.

<b>Strategic Goal</b>	To strengthen the institutional capacity of RTY to inspire effectiveness and efficiency	
<b>Strategic Objective</b>	<b>Strategic intervention</b>	<b>Output indicators</b>
<b>SO1:</b> To improve governance through regular board meetings	<ul style="list-style-type: none"> <li>• Develop board charter and TOR</li> <li>• Develop new policies</li> <li>• Review old policies</li> <li>• Evaluate board performance</li> </ul>	<ul style="list-style-type: none"> <li>• New board members oriented</li> <li>• New policies developed</li> <li>• Existing policies reviewed</li> <li>• New fundings sourced</li> </ul>
<b>SO2:</b> To strengthen internal systems for implementing and assessing compliance to organisational policies, procedures and standards	<ul style="list-style-type: none"> <li>• Enforcing existing policies and systems</li> <li>• Review of policies and system</li> <li>• Annual performance planning and appraisal</li> <li>• Induction of new staff and board</li> </ul>	<ul style="list-style-type: none"> <li>• Revised existing policies</li> <li>• Orientation of all staff on key</li> <li>• Support further training for staff in financial management</li> <li>• Annual Staff performance appraisal</li> <li>• Number of staff supported to improve their competence</li> </ul>
<b>SO3:</b> To strengthen internal systems monitoring, evaluation learning and research to inform programming	<ul style="list-style-type: none"> <li>• Operations research, documentation and dissemination of best practice</li> <li>• Maintain adequate staffing levels and of required quality</li> <li>• Conduct annual programme review and planning meetings</li> <li>• Use data to improve programming</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of staff participating in staff capacity building trainings</li> <li>• Proportion of staff with skills in research and MEL,</li> <li>• Proportion of planned Programme review held</li> <li>• Evidence of new Programme guidelines, policies and adopted</li> </ul>

## 5.0 MONITORING OF THE STRATEGIC PLAN:

Strategic Management, is a three-step process that includes planning, execution, and monitoring. This is a more powerful means of optimizing the long-term performance of an organization. The monitoring and evaluation strategy will be organized into four main streams of work: results monitoring, grant monitoring, evaluation, and dissemination and learning.

RTY Strategic plan brings out the organization's future goals, the actions needed to achieve those goals, and the metrics with which to measure progress. It is meant to be a living document that should be revisited regularly to assess progress and to make adjustments as work unfolds. We shall not create a strategic plan that will just sit on the shelf without being assessed or updated. We shall on a quarterly basis assess the strategic plan by monitoring the process to assess plan progress, discuss barriers, and celebrate wins. This will be done through

- A. **Facilitating an open, honest discussion.** RTY will select staff specifically that will be part of the quarterly review process of the Strategic plan and get those quarterly meetings in the workplan. We shall open and honest discussion about the progress made on each goal. This includes recognizing wins, being transparent about any setbacks, identifying areas that may need more attention, and documenting any recommended plan adjustments.
- B. **Avoiding high-stakes formal evaluative approach.** Facilitating quarterly review meetings can help to create accountability, as those responsible for implementing pieces of the strategic plan know that progress will be discussed on a regular basis. However, these meetings will not be a formal, high-stakes evaluative process to avoid people feeling like blame or success is placed on one team or individual.
- C. **Identifying relevant data or metrics.** Part of assessing progress on a strategic plan is to track related data we call metrics. During the strategic planning process, we created a tool to be used to track and review progress at their quarterly review meetings since we have a target for each metric.
- D. **Making plan adjustments when needed.** A strategic plan is a living document. When we don't achieve what we planned, we shall not be afraid to make some updates or adjustments to the strategic plan. These updates shall be decided as a team and shall be made after each review or as part of an annual review session.
- E. **Celebrate the wins.** Finally, we shall always celebrate the successes or wins each quarter and appreciate every individual's contribution for the progress made. During the celebrations we shall discuss what went well over the last quarter and how we can continue that trajectory. Placing adequate focus on the good and recognizing the team's efforts goes a

long way in keeping spirits and motivation high. This is important, as tackling a strategic plan is a marathon not a sprint.

## Appendix 1: United Nations Sustainable Development Goals (SDGs)

GOAL 1: NO POVERTY

GOAL 2: ZERO HUNGER

GOAL 3: GOOD HEALTH AND WELL-BEING

GOAL 4: QUALITY EDUCATION

GOAL 5: GENDER EQUALITY

GOAL 6: CLEAN WATER AND SANITATION

GOAL 7: AFFORDABLE AND CLEAN ENERGY

GOAL 8: DECENT WORK AND ECONOMIC GROWTH

GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

GOAL 10: REDUCED INEQUALITIES

GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES

GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

GOAL 13: CLIMATE ACTION

GOAL 14: LIFE BELOW WATER

GOAL 15: LIFE ON LAND

GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS

GOAL 17: PARTNERSHIPS FOR THE GOALS