



GWED-G

Gulu Women's Economic Development &
Globalization

STRATEGIC PLAN

2022 - 2026



*Empowering Communities for Peace,
Health, and Human Rights*

**GULU WOMEN’S ECONOMIC
DEVELOPMENT & GLOBALIZATION
(GWED-G)
STRATEGIC PLAN 2023–2027
(Revised March 2026)**

P.O. Box 1257, Gulu

Plot No. 7B Kitgum Road, Bar Dege Division , Gulu City City Tel: +256 0471436460

Email: gwed-g-uganda@hotmail.com

FOREWORD

This Strategic Plan (2023–2027), Revised in March 2026, reflects GWED-G’s renewed commitment to advancing gender equality, women’s empowerment, and inclusive development in Acholi, Lango, Elgon, West Nile and Karamoja sub-regions of Uganda. This revision has been undertaken to ensure continued relevance and responsiveness to the evolving socio-economic, political, and humanitarian context within which we operate.

Since the initial development of this strategic plan, the operating environment has significantly changed. Emerging issues such as shifting donor priorities, post-COVID-19 recovery, increasing economic vulnerabilities, climate-related shocks, and evolving refugee dynamics have necessitated a strategic realignment of our interventions. This revised edition integrates updated evidence from the situational analysis, lessons learned from implementation, and emerging development priorities at both national and global levels.

GWED-G remains steadfast in its mission as a women-led organization committed to promoting gender justice in a society still characterized by inequalities and systemic barriers. Through this revised strategy, we strengthen our focus on addressing the root causes of gender inequality, poverty, marginalization, and limited access to essential services such as health and education.

We continue to prioritize women, girls, and youth—who constitute the majority of the population in Northern Uganda—while promoting inclusive participation in governance, economic empowerment, peacebuilding, and social transformation. Our programming will increasingly emphasize resilience, innovation, localization, and strategic partnerships to maximize impact.

This revised plan also reinforces our commitment to evidence-based programming, strengthened monitoring and evaluation systems, and adaptive management approaches that enable us to respond effectively to dynamic development challenges.

On behalf of the Board of Directors, I reaffirm our full support for the implementation of this revised Strategic Plan. We call upon our partners, stakeholders, and communities to join us in realizing a just, equitable, and prosperous society for all.

Cik Moses
Chairperson, Board of Directors
GWED-G

ACKNOWLEDGEMENT

This revised Strategic Plan (2023–2027) is the result of a comprehensive review and update process conducted in March 2026, aimed at ensuring alignment with emerging priorities, contextual realities, and organizational learning.

The revision process was highly participatory and built upon the strong foundation established during the initial development of the strategic plan. It drew on updated situational analysis, programme performance data, stakeholder consultations, and internal reflections on achievements, lessons learned, and challenges encountered during implementation.

We extend our sincere appreciation to the GWED-G Board of Directors, management, staff, and volunteers for their invaluable contributions, dedication, and commitment throughout this revision process. Their insights, experience, and continued engagement have significantly enriched the quality and relevance of this document.

We are equally grateful to our partners, local government institutions, community stakeholders, and development partners whose feedback and collaboration have been instrumental in shaping this revised strategy. Their continued support strengthens our collective efforts to address gender inequality, improve livelihoods, and promote sustainable development in Northern Uganda.

Special recognition goes to the Technical Advisor William Oloya, our technical teams and the Monitoring, Evaluation, Accountability and Learning (MEAL) function for providing critical data and analysis that informed this revision. Their contribution ensured that the updated strategy is evidence-based, results-oriented, and responsive to current development dynamics.

We also take this moment to honor the memory of the late Grace Oryem, former Chairperson of the Board of Directors, who passed away on 17th July 2025. She played a pivotal role in steering the development and approval of the first edition of this Strategic Plan in 2023. Her visionary leadership, unwavering commitment to gender equality, and dedication to the growth of GWED-G laid a strong foundation upon which this revised strategy continues to build. Her legacy will continue to inspire and guide our work.

This revised strategic plan reflects GWED-G's strengthened capacity, clarity of purpose, and commitment to delivering impactful and sustainable interventions. We remain confident in our ability to implement this strategy effectively and to contribute meaningfully to the transformation of our communities.

Angwech Pamela Judith
Executive Director
GWED-G

Table of Contents

FOREWORD	ii
Acknowledgement	iv
LISTS OF ACRONYMS	7
1.2. Background to the strategic Plan	9
1.3. Rationale	10
Process of development of the strategic plan	10
Social Demographic Information.....	Error! Bookmark not defined.
Socio-Economic Environment	Error! Bookmark not defined.
Poverty And Economic Empowerment	Error! Bookmark not defined.
Human Rights: Women’s Rights and Gender Based Violence.....	Error! Bookmark not defined.
Access to Justice.....	Error! Bookmark not defined.
Democratic Leadership And Governance.....	Error! Bookmark not defined.
Women And Leadership.....	Error! Bookmark not defined.
Conflict And Peace Building	Error! Bookmark not defined.
HEALTH.....	11
Sexual & Reproductive Health.....	Error! Bookmark not defined.
CHAPTER THREE	22
ACHIEVEMENTS AND LESSONS LEARNT	22
4.0 BEST PRACTICES/LESSONS LEARNT & CONSTRAINTS	Error! Bookmark not defined.
CHAPTER : THE STRATEGY	24
Introduction.....	24
5.1.1. Vision.....	24
5.1.2 Mission.....	24
5.3.1 Overarching Goal	24
5.1.4 Core Values.....	24
5.3: Thematic/Strategic Focus, Strategic Objectives.....	26
5.3.2 Thematic Focus Area	26

5.2.1 Thematic Focus Area	26
5.2.4 Strategic Objectives	26
Strategic Objectives (SO)	26
2.0 Introduction.....	29
2.6.2 Anticipated Risks and Mitigation Measures	30
CHAPTER THREE	32
MONITORING AND EVALUATION	32
CHAPTER FOUR	33
RESOURCE MOBILIZATION AND FINANCING	33
ANNEXES	Error! Bookmark not defined.
ANNEX ONE: THE BUDGET PROJECTION IN 5 YEAR	34
REFERENCES.....	38

LISTS OF ACRONYMS

Acronym	Meaning
GWED-G	Gulu Women's Economic Development and Globalization
GBV	Gender-Based Violence
SGBV	Sexual and Gender-Based Violence
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
HMIS	Health Management Information System
ICGLR	International Conference on the Great Lakes Region
IDPs	Internally Displaced Persons
IEC	Information, Education and Communication
NGO	Non-Governmental Organization
NPA	National Planning Authority
OVC	Orphans and Vulnerable Children
PLHIV	People Living with HIV
POMA	Public Order Management Act
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
MEAL	Monitoring, Evaluation, Accountability and Learning
SRHR	Sexual and Reproductive Health and Rights
MCH	Maternal and Child Health
VHTs	Village Health Teams
PDM	Parish Development Model
YLP	Youth Livelihood Programme
UWEP	Uganda Women Entrepreneurship Programme

CHAPTER ONE

INTRODUCTION AND BACKGROUND

INTRODUCTION

Background to GWED-G

Gulu Women's Economic Development and Globalization (GWED-G) was established in 2004 as a women's rights organization by grassroots women. GWED-G aligns its programs with human rights and gender equality, addressing livelihoods, food security, peace building, transitional justice, health, nutrition, education, and advocacy. The organization envisions a just society in northern Uganda where all individuals, including women and girls, men and boys, realize their potential and live with dignity.

Program Focus and Approaches

GWED-G employs gender transformative approaches, emphasizing women's empowerment and male engagement, in the contexts of human rights, income, education, health, peace, and security. The organization builds networks among women groups and duty bearers. The core of GWED-G's work is centered on peace building and human rights issues, particularly for individuals returning to their local communities after displacement.

Key Concerns and Initiatives

GWED-G addresses diverse human rights facets such as social rights, access to food, shelter, health, and education. The organization integrates women's peace-building modules focused on mediation, negotiation, reconciliation, and forgiveness. Ongoing violence against women and various rights violations are persistent concerns post-displacement. Economic rights, land rights, and cultural rights emerge as pivotal matters during the return and reconstruction phase.

Targeted Groups and Commitment

GWED-G commits to promoting the rights and participation of women, youth, child mothers, orphans and vulnerable children (OVC), men, and community leaders in the peace-building process in war-affected Northern Uganda. Collaboration and networks among women groups and rights duty bearers are integral to this commitment.

Organizational Growth and Impact

Since its inception, GWED-G has expanded to execute both short- and long-term sustainable development programs. These initiatives span health, human rights, peace building, economic and social empowerment, psychosocial support, research, and advocacy. Over the past nine years, GWED-G has engaged over 240,000 individuals including women, men, youth, local leaders, government officials, and international organizations to foster peace and development.

Core Values

A. Gender Equality and Justice: GWED-G advocates for gender equality and equal opportunities, prioritizing gender mainstreaming in all endeavors.

B. Integrity and Accountability: The organization upholds transparency, honesty, and accountability in all interactions.

C. Rights-Based Approach: GWED-G focuses on respecting, promoting, and protecting women's and excluded communities' rights, while emphasizing the responsibility of local leaders and institutions.

D. Advocacy for Vulnerable Communities: GWED-G stands with marginalized communities, including children and youth in and out of school, empowering them to claim their rights and engage in decision-making processes.

E. Partnership and Collaboration: The organization collaborates with larger institutions and NGOs, reinforcing efforts to eradicate poverty and improve human rights.

F. Active Participation: GWED-G encourages meaningful involvement of members and beneficiaries across all levels of program development, implementation, and evaluation.

G. Service to the Underprivileged: The organization's members and employees are driven by a commitment to uphold human rights and serve marginalized individuals, prioritizing their interests over personal gain.

1.2. Background to the strategic Plan

This 2023-2027 strategic plan succeeds the 2017-2022 framework and directs GWED-G's responses to developmental challenges in gender equality, women's empowerment, human rights advocacy, livelihoods, health, nutrition, peace, and transitional justice. Developed due to the expiration of the prior plan, an end-term review assessed progress, challenges, lessons, innovations, and informed the current plan's goals. This plan adapts interventions to the current context in which GWED-G interacts.

This Strategic Plan outlines GWED-G's commitment to fostering a prosperous community in Acholi, Lango, West-Nile, Bunyoro, Karamoja and Elgon sub-regions in Uganda. Our organization remains dedicated to making a positive impact, driving change, and enhancing development in the region, and as a women-focused and led organization, we persist in championing gender equality in an unequal society. Through Rights based approaches, we aim for an equitable society for all under the following areas of focus:

Addressing Root Causes: This strategy addresses the root causes of gender inequality, poverty, marginalization, and environmental degradation in our society. We are concerned about gender injustices, income inequality, livelihood challenges, inadequate health and education, and civic participation issues. Empowering communities, improving service delivery systems, and fostering local activism are our goals for achieving a just society.

Peacebuilding and Refugee Dynamics: Acknowledging the post-conflict context and the presence of refugees in Acholi, we emphasize peacebuilding and promoting harmony between host and refugee

communities. This is integral to sustainable resource utilization and mitigating conflicts arising from resource competition.

Youth Focus: We prioritize youth engagement, recognizing their significance in the region's population. Collaborations with various stakeholders, including the private sector, are essential for achieving our goals. Through partnerships, capacity building, and innovative programming, we strive to bring about positive change.

Commitment to Women and Girls: GWED-G's history reaffirms our commitment to women-led advocacy, driving development, and upholding accountability. We continue to address gender inequality, abuse of women's rights, and the need to include women in development processes. Partnerships and digitization will enable us to adapt and innovate in a changing landscape.

Partnership and Collaboration: Looking ahead, we remain optimistic about the region's potential for development and improved well-being. We rely on our stakeholders to join us, working in partnership to bring about positive change in Northern Uganda.

I.3. Rationale

This plan shall assist GWED-G to move strategically towards actualising the overall vision, mission and objectives of GWED-G through feasible actions and change processes that positively impact GWED-G constituencies and contribute to the overall local and national development agenda. It is a 5-year GWED-G's commitment to facilitate processes that sustainably address gender injustices, and promote development. Furthermore, the plan provides a guide to setting new direction, focuses resource investment efforts, and provides strong commitment and coherent leadership to guide management decision-making in the next 5 years. It gives meaning to the overall learning and development for GWED-G through a robust M&E culture and processes. With clear intent to contribute to development efforts, the plan is a justification for partnership and collaboration with development partners including governments, inter-governmental entities, peer non-state entities, private sector and other likeminded organizations.

Process of development of the strategic plan

Key findings from an end of Strategic Plan evaluation informed choices and setting of goals for the development of this very strategic plan, and ensured significant adaption of interventions to current political, social and cultural context in which GWED-G and her constituencies interact.

The plan development conducted by an external consultant, began with reviewing the previous strategic plan (2017-2022) and assessing its impacts, challenges, lessons, and innovations. GWED-G engaged stakeholders, including representatives of its governing Board and staff members, local community impact groups, local leaders, local government, CSOs and other partners. Thematic directions were maintained while refining strategic goals and objectives. With a focus on gender issues, the plan addresses unfair gender relations.

The MEAL department of GWED-G generated the required data to assess impacts of interventions in the last 5 years as well as data for specific technical intervention areas. Reviews was made was on the operational context, delivery approaches, arrangements and governance roles

The plan compilation involved reviewing and adjusting delivery approaches, governance roles, resource allocation, and implementation facilitation. Management and the Board approved adjustments, ensuring comprehensive input. The resulting draft strategic plan serves as the guiding framework for the period 2023-2027.

CHAPTER TWO

CONTEXTUAL/SITUATIONAL ANALYSIS

Social Demographic Information

Uganda's population is estimated at approximately **48 million as of 2024**, with one of the fastest growth rates globally at about **2.9–3.0% per annum** (Uganda Bureau of Statistics, 2024). The population remains predominantly youthful, with over **75% below 30 years** and about **45% under 15 years**, while only about **3% are aged 65 and above**, indicating a high dependency ratio.

Approximately **76% of the population resides in rural areas**, though urbanization is gradually increasing (World Bank, 2024). Across sub-regions—including **Acholi, Lango, West Nile, Bunyoro, Elgon, and Karamoja**—over **80% of households depend on agriculture** as their primary livelihood source.

In Northern Uganda, particularly the **Acholi sub-region**, communities continue to recover from the effects of a two-decade conflict that displaced over **1.8 million people**. Similarly, **Lango and West Nile** experienced displacement and disruption to livelihoods.

The **West Nile sub-region** currently hosts over **1.5 million refugees**, making Uganda one of the largest refugee-hosting countries globally, significantly increasing pressure on land and services. The **Bunyoro sub-region** is experiencing rapid population growth (above the national average) due to oil and gas-related in-migration.

The **Elgon sub-region** has some of the highest population densities in Uganda (over **500 persons per km²** in some districts), while **Karamoja** records the highest fertility rate nationally at approximately **7.9 children per woman**, alongside some of the lowest literacy rates (below **50% in some districts**).

The youthful demographic across these regions presents both an opportunity and a challenge, requiring substantial investments in education, health, and employment to harness the demographic dividend.

Socio-Economic Environment

The socio-economic landscape across **Acholi, Lango, West Nile, Bunyoro, Elgon, and Karamoja** is shaped by post-conflict recovery, environmental stress, and structural poverty.

Despite progress, these regions continue to face limited access to quality social services and infrastructure. About **41% of Ugandans remain vulnerable to poverty**, particularly in rural and climate-affected areas (World Bank, 2023).

Persistent development challenges across these sub-regions include:

- Weak market systems
- Limited livelihood diversification (over **70% reliance on subsistence agriculture**)
- Land disputes and tenure insecurity (notably in Acholi, Lango, and Bunyoro)

- Environmental degradation (Elgon landslides; Karamoja drought cycles)
- Gender inequality and marginalization

However, recovery and resilience programs—especially in **West Nile (refugee response)** and **Karamoja (food security interventions)**—have contributed to gradual improvements in service delivery and livelihoods.

Poverty and Economic Empowerment

Approximately **20–21% of Ugandans live below the national poverty line**, with significantly higher rates in **Acholi, West Nile, Karamoja, and Lango**, where poverty levels exceed **30–40% in some districts** (UBOS, 2023) .

Drivers of poverty include:

- Heavy reliance on rain-fed subsistence agriculture
- Limited access to productive assets and financial services
- Climate shocks and environmental degradation
- Low levels of value addition and market access

In **Karamoja**, over **60% of households face food insecurity**, while in **Elgon**, land fragmentation significantly limits productivity. In **Bunyoro**, economic growth linked to oil development coexists with rising inequality and land pressures.

Women remain disproportionately affected, with less than **20% of women owning land independently**, limiting their economic empowerment.

Gender Disparities and Empowerment

Gender inequality persists across all sub-regions. Women constitute approximately:

- **70% of the agricultural workforce**
- **Over 80% of informal sector workers**

However, women have limited control over productive resources, particularly in **Acholi, Lango, and Bunyoro**, where customary systems dominate. In **Karamoja**, gender disparities are more pronounced, with low female literacy (below **40%**) and limited participation in decision-making.

Addressing gender inequality requires targeted interventions in:

- Women's economic empowerment
- Access to land, finance, and markets
- Gender-responsive programming

Human Rights: Women's Rights and Gender-Based Violence

Gender-Based Violence (GBV) remains widespread. According to UDHS (2022):

- **56% of ever-married women** have experienced spousal violence
- **22% of women** have experienced sexual violence

Prevalence is higher in **West Nile (≈43%)**, **Acholi (≈39%)**, and remains significant in **Karamoja and Elgon**.

Drivers include:

- Harmful cultural norms
- Poverty and economic stress
- Weak enforcement of laws
- Limited access to survivor services

Access to Justice

Access to justice remains constrained across sub-regions due to:

- Weak institutional capacity
- Low legal awareness (less than **30% of rural populations** aware of formal legal processes)
- Reliance on informal justice systems

Post-conflict regions such as **Acholi and Lango**, and marginalized areas like **Karamoja**, continue to face significant barriers to justice, especially for women and persons with disabilities.

Democratic Leadership, Governance, and Women in Leadership

Women occupy approximately **34% of parliamentary seats** in Uganda (IPU, 2024), but representation at local levels remains lower, particularly in rural sub-regions.

Barriers include:

- Cultural norms and gender bias
- Violence against women in politics
- Limited financial support

Disability in the Sub-Regions

Approximately **12–16% of Ugandans live with disabilities**, with higher prevalence in **Acholi, Lango, and Karamoja** due to conflict and poverty (UBOS, 2023).

Persons with disabilities face:

- Lower school attendance rates (below **50% in some areas**)
- Higher poverty incidence
- Limited access to services

Conflict and Peacebuilding

While relative peace has been achieved, land conflicts remain widespread in **Acholi, Lango, and Bunyoro**, with increasing cases linked to:

- Customary land tenure disputes
- Oil-related land acquisitions (Bunyoro)
- Resource competition (Karamoja pastoral zones)

Livelihoods and Access to Markets

Agriculture employs over **70% of households nationally** and up to **85% in Northern and Eastern Uganda**.

Constraints include:

- Poor infrastructure
- Post-harvest losses (estimated at **20–30%**)
- Weak market systems

In **West Nile**, cross-border trade contributes significantly to livelihoods, while **Bunyoro** is transitioning toward more diversified economic activities.

Health

HIV/AIDS

National HIV prevalence stands at **5.1%**, with higher rates in **Acholi (7–9%)** and parts of **West Nile** (UNAIDS, 2023).

Sexual and Reproductive Health

Fertility remains higher in Karamoja (≈ 7.9), West Nile (≈ 6.0), and Northern Uganda (5.5–6.0). Teenage pregnancy affects 25% nationally and up to 30–35% in Northern regions.

Maternal Health and ANC

Maternal mortality is 189 per 100,000 live births, with lower skilled birth attendance in rural regions (≈ 60 –65% vs 74% nationally). ANC completion remains low (40–50% in Northern Uganda).

Education Sector: Access and Gender Disparities

Primary enrolment exceeds 90% nationally, but completion remains low at about 53%, dropping below 45% in Northern Uganda.

Transition to secondary school is approximately 35–40% nationally, but falls below 25% in regions such as Acholi, Lango, and West Nile.

In Karamoja, net enrolment is among the lowest nationally, while in Elgon, geographical barriers limit access. In Bunyoro, rapid population growth is increasing pressure on education systems.

Girls remain disproportionately affected by:

- Early pregnancy (25% of girls aged 15–19)
- Early marriage
- Poverty and school-related costs

HEALTH

HIV/AIDS

Uganda has made notable progress in HIV prevention and treatment; however, the burden remains significant. National HIV prevalence among adults (15–49 years) is estimated at **5.1%**, with women disproportionately affected at **6.6% compared to 3.6% among men** (UNAIDS, 2023) .

In sub-regional contexts, HIV prevalence is higher than the national average in several districts across **Acholi, Lango, and West Nile**. In the **Acholi sub-region (Gulu, Amuru, Omoro)**, prevalence is estimated at **7–9%**, linked to post-conflict vulnerabilities and high mobility. In **Lango (Lira, Dokolo, Oyam)**, prevalence ranges between **6–7%**, while **West Nile (Arua, Koboko, Yumbe)** records moderate prevalence of approximately **5–6%**, influenced by cross-border trade and refugee dynamics.

In contrast, **Karamoja (Moroto, Kotido, Kaabong)** reports lower prevalence levels (**~3–4%**), though vulnerability is increasing due to mobility and low access to services. The **Elgon sub-region (Mbale, Bududa)** has prevalence levels close to the national average (**~5%**), but with localized spikes in urban centers.

Contributing factors across regions include:

- Post-conflict vulnerability (Acholi, Lango)
- High mobility and refugee influx (West Nile)
- Gender inequality and GBV (all regions)
- Limited access to youth-friendly services (Karamoja, Elgon)

Adolescent girls and young women (AGYW) remain at highest risk, accounting for a disproportionate share of new infections due to socio-economic vulnerability and gender power imbalances.

Sexual and Reproductive Health

Uganda continues to face major sexual and reproductive health (SRH) challenges. The national total fertility rate stands at approximately **4.5 children per woman**, but remains significantly higher across sub-regions:

- **Karamoja: ~7.9 children per woman** (highest nationally)
- **West Nile: ~6.0 children per woman**
- **Acholi and Lango: 5.5–6.0 children per woman**
- **Elgon region: ~5.0–5.5 children per woman** (UBOS, 2022)

Teenage pregnancy remains a critical concern:

- Nationally, about **25% of girls aged 15–19** have begun childbearing
- In **Acholi, Lango, and West Nile**, rates range between **30–35%**
- In **Karamoja**, rates exceed **35%** in some districts

Modern contraceptive prevalence among married women is approximately **39% nationally**, but remains lower across the sub-regions:

- **Acholi & Lango: ~30–35%**
- **West Nile: ~28–32%**
- **Karamoja: below 20%**
- **Elgon: ~35%**

These SRH challenges are driven by:

- Limited access to adolescent-friendly services
- Harmful cultural practices (notably in Karamoja and parts of Elgon)
- Gender inequality and low decision-making power among women
- Poverty and low education levels

Maternal Health

Uganda's maternal mortality ratio is estimated at **189 deaths per 100,000 live births** (WHO, 2023) .

Maternal health outcomes vary significantly across sub-regions:

- **Acholi & Lango:** Skilled birth attendance **~60–65%**
- **West Nile:** **~55–60%**, with disparities in refugee-hosting districts (e.g., Yumbe, Adjumani)
- **Elgon:** **~50–60%**, affected by geographical barriers
- **Karamoja:** lowest nationally at **~40–50%**

Access to emergency obstetric care remains limited, especially in rural and hard-to-reach districts such as **Kaabong (Karamoja)** and **Bududa (Elgon)**.

Drivers of poor maternal outcomes include:

- Long distances to health facilities (common in Karamoja and Elgon highlands)
- Inadequate staffing and medical supplies
- Low household incomes and transport barriers
- Cultural practices influencing home deliveries

Antenatal Care (ANC)

Nationally, about **60% of pregnant women complete at least four ANC visits**, though WHO recommends eight contacts.

Completion rates remain lower across the sub-regions:

- **Acholi & Lango: ~45–50%**
- **West Nile: ~40–50%**
- **Elgon: ~40–45%**
- **Karamoja:** lowest at **~30–40%**

High dropout rates between the first and subsequent visits are common across all regions.

Key barriers include:

- Distance and transport costs
- Poor quality of care and long waiting times
- Cultural beliefs and reliance on traditional birth attendants (notably in Karamoja)
- Limited male involvement in maternal health

Implications for Programming

The disparities between national averages and sub-regional realities across **Acholi, Lango, West Nile, Elgon, and Karamoja** highlight the need for:

- Targeted SRH and HIV interventions for adolescents and young women, particularly in high-prevalence areas such as **Acholi and Lango**
- Strengthening community health systems and outreach services in hard-to-reach areas such as **Karamoja and Elgon**
- Improving access to quality maternal and antenatal care in underserved districts (e.g., **Kaabong, Yumbe, Bududa**)
- Addressing gender norms, GBV, and socio-economic barriers across all sub-regions
- Expanding access to family planning services, especially in **Karamoja and West Nile**

EDUCATION SECTOR: ACCESS AND GENDER DISPARITIES

Access to education in Uganda has significantly improved at lower primary levels following the introduction of Universal Primary Education (UPE) in 1997, resulting in near gender parity (1:1 ratio) in enrolment. Nationally, primary school enrolment remains high at over 90%, and the net attendance rate stands at approximately 89% (UBOS, 2023). However, an estimated 10–13% of primary school-age children remain out of school, with disparities more pronounced in rural and underserved sub-regions.

Across sub-regions, access and retention vary significantly. In the Acholi sub-region (Gulu, Amuru, Nwoya, Omoro) and Lango (Lira, Oyam, Apac), primary school completion rates are estimated at 40–45%, below the national average of 53% (UNICEF, 2024). In the West Nile sub-region (Arua, Yumbe, Adjumani), completion rates are similarly low (~40–45%), with additional pressure from refugee influx affecting school infrastructure and teacher-pupil ratios.

In the Elgon sub-region (Mbale, Bududa, Manafwa), completion rates range between 45–50%, constrained by geographical barriers and environmental risks such as landslides. The Karamoja sub-region (Moroto, Kotido, Kaabong) records the lowest education outcomes nationally, with primary completion rates below 30% and net enrolment rates significantly below the national average, particularly among pastoralist communities.

Transition from primary to secondary school is approximately 35–40% nationally, but drops to below 25% in Acholi, Lango, and West Nile, and even lower in Karamoja (below 20%), with girls disproportionately affected.

Early childhood education also shows stark inequalities. While national access to pre-primary education is estimated at around 34%, rural areas—especially in Acholi, Lango, West Nile, and Elgon—remain

below 25%, and in Karamoja, access is estimated at less than 15% (World Bank, 2023). In contrast, urban areas exceed 60% coverage. Additionally, late school entry remains a concern, with approximately 15–20% of children nationally starting school at age 8 or older, rising to over 25% in Karamoja and parts of West Nile.

Gender disparities remain significant at higher levels of education. Although enrolment parity is achieved in lower primary, girls in Acholi, Lango, West Nile, Elgon, and Karamoja face higher dropout rates due to early pregnancy, child marriage, domestic responsibilities, and poverty. Nationally, about 25% of girls aged 15–19 have begun childbearing, but this rises to 30–35% in Acholi, Lango, and West Nile, and exceeds 35% in Karamoja (UBOS, 2022) .

By age 18, less than one-third of girls remain in school nationally, and this proportion is significantly lower in post-conflict and marginalized regions—falling below 25% in Acholi and West Nile, and below 15% in Karamoja.

Performance disparities are also evident, with girls consistently underperforming in national examinations (PLE, UCE, UACE), particularly in rural districts such as Kaabong (Karamoja), Yumbe (West Nile), and Amuru (Acholi). In Elgon, environmental disruptions further affect attendance and performance.

Key barriers to girls' education across these sub-regions include:

- Early and forced marriages
- Teenage pregnancy
- Sexual harassment and GBV in schools
- Lack of menstrual hygiene facilities
- High indirect costs of schooling

These disparities highlight the need for targeted, gender-responsive, and region-specific interventions across Acholi, Lango, West Nile, Elgon, and Karamoja to improve retention, transition, and learning outcomes for vulnerable children—especially girls.

DONOR LANDSCAPE: DEPENDENCY AND SHIFTING TRENDS

Uganda continues to receive substantial external development support, although donor funding now accounts for an estimated **25–30% of the national budget**, reflecting gradual shifts toward domestic financing (World Bank, 2025).

Key multilateral partners—including the World Bank, European Union, United Nations Development Programme, and African Development Bank—remain central to financing infrastructure, governance, climate resilience, and social services.

Recent global shifts have significantly altered bilateral aid dynamics. The former United States Agency for International Development programming architecture has been **scaled down and integrated into broader U.S. foreign assistance frameworks**, resulting in reduced direct funding flows and increased reliance on multilateral and consortium-based channels. The United Kingdom Foreign Commonwealth and Development Office and European partners (Germany, Sweden, Denmark, Netherlands, Ireland, Norway) continue to support Uganda, with a stronger focus on **refugees, climate resilience, livelihoods, and governance**.

Uganda remains one of the largest refugee-hosting countries globally (over **1.6 million refugees**), sustaining significant humanitarian funding through agencies such as United Nations High Commissioner for Refugees and World Food Programme.

However, the global aid environment is tightening due to economic pressures and competing geopolitical priorities. This has led to:

- Reduced and more competitive funding
- Increased emphasis on **localization and direct funding to national NGOs**
- Growth in **consortium-based and results-driven financing models**

These shifts require organizations like GWED-G to strengthen partnerships, align with emerging priorities (climate, gender, resilience), and diversify funding sources.

LEGAL AND POLICY FRAMEWORKS

Uganda has a strong legal and policy framework supporting gender equality, health, and inclusive development, aligned to GWED-G's programming priorities. At the international level, the country is a signatory to key conventions such as the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of the Child, and the African Charter on Human and Peoples' Rights, which promote human rights and protection from gender-based violence.

Nationally, the 1995 Constitution (Article 33) and the Local Government Act (1997) guarantee women's rights and participation in governance. These are operationalized through key frameworks including the National Development Plan III (NDP III), the Parish Development Model (PDM), the National Gender Policy, and the GBV Policy and Domestic Violence Act.

Additional frameworks relevant to GWED-G include the National Action Plan on Women, Peace and Security (UNSCR 1325), SRHR and Adolescent Health policies, the National Disability Policy, and the Refugee Act (2006), which guides programming in refugee-hosting areas.

Overall, Uganda's policy environment emphasizes gender equality, resilience, and inclusive development, providing a strong foundation for GWED-G's interventions.

Vulnerability of Women and Youth

Women and youth across Acholi, Lango, West Nile, Elgon, and Karamoja sub-regions remain highly vulnerable due to structural and socio-economic challenges.

In the Acholi sub-region (Gulu, Amuru, Nwoya, Omoro), poverty levels remain above 30%, with youth unemployment estimated at over 60% among young people aged 18–30 (UBOS, 2023). Similarly, in Lango (Lira, Oyam, Apac) and West Nile (Arua, Yumbe, Adjumani), high poverty rates (30–40%) and limited livelihood opportunities continue to affect women and youth.

In the Karamoja sub-region (Moroto, Kotido, Kaabong), vulnerability is more severe, with poverty rates exceeding 60% and food insecurity affecting over 60% of households. Youth in pastoralist communities face limited access to formal education and employment, with literacy rates below 50%. In the Elgon sub-region (Mbale, Bududa, Manafwa), land pressure and environmental shocks further constrain economic opportunities, particularly for young people.

Women and youth in these regions remain highly vulnerable due to:

- Poverty and unemployment (youth unemployment exceeding 50–60% in some regions)
- Gender-Based Violence (GBV), with prevalence rates of 39% in Acholi and 43.4% in West Nile
- Harmful cultural practices such as early marriage, particularly in Karamoja and Elgon
- Limited access to justice, financial services, and social services

Youth, especially orphans, returnees, and refugees (notably in West Nile), face:

- High school dropout rates (below 45% completion in Acholi, Lango, and West Nile, and below 30% in Karamoja)
- Limited employment and skills opportunities
- Exposure to risky behaviors, including substance abuse and transactional sex

Young women are particularly vulnerable, with teenage pregnancy rates reaching 30–35% in Acholi, Lango, and West Nile, and exceeding 35% in Karamoja (UBOS, 2022).

Responses to Women and Youth Vulnerability

The Government of Uganda, through the Ministry of Gender, Labour and Social Development, alongside NGOs such as GWED-G, continues to implement interventions aimed at empowering women and youth across Acholi, Lango, West Nile, Elgon, and Karamoja.

Key government programmes include:

- Parish Development Model (PDM) – targeting 39% of households still in subsistence economy
- Youth Livelihood Programme (YLP) – supporting youth employment and enterprise development
- Uganda Women Entrepreneurship Programme (UWEP) – enhancing women’s access to finance and business skills
- Social Assistance Grants for Empowerment (SAGE) – providing cash transfers to vulnerable populations, particularly older persons and labour-constrained households

These initiatives are complemented by humanitarian and development interventions, particularly in West Nile (refugee response) and Karamoja (resilience and food security programming).

These programmes focus on:

- Promoting gender equality and women’s empowerment across all sub-regions
- Strengthening social protection systems for vulnerable populations, including refugees and pastoralist communities
- Supporting livelihoods, financial inclusion, and household income generation, especially for youth and women

Together, these programmes provide a critical policy and operational framework for advancing inclusive development, resilience, and socio-economic transformation among women and youth across Uganda’s most vulnerable sub-regions

1.3 Key Milestones/Achievements 2017-2022

- Include thematic areas
- Use numbers to show results

- Gender disaggregate the data/statistics

1.4 Challenges

- Performance (numbers, capacity, finance, logistics)
- Partnership & Collaboration

1.5 Strength, Weaknesses, Opportunities, Threats (SWOT)

1.5.1 Strengths

- Identification of community problems
- Strong institutional systems and processes
- Ability to adapt development approaches to local situation
- Ability to mobilise resources
- Advocacy
- Ability to influence key stakeholders
- Strong community and trust
- Working in Partnership
- Documentation & Data collection
- Good information management system
- Grassroots knowledge bank
- Strong internal controls
- A functional Secretariat
- A strong governance Board

1.5.2 Weaknesses

- Reliance on external donations for financing interventions
- Limited investment in building the internal organisation
- Project based activities with a short life-span

1.5.3 Opportunities

- Communities interested in engaging in development programmes
- Strong political will to support empowerment of women and girls
- Relevant national programmes targeting women and girls
- Availability of Development Partners
- Existence of a Regulatory Framework
- Representation of Women at all leadership levels

1.5.4 Threats

- Shrinking CSO space
- Illiteracy among women
- Limited access to ICT
- Limited use of ICT by women
- Prevalence of traditional stereo-types
- Socio-economic challenges
- Health challenges related to HIV/AIDS and Covid 19

- Unstable economy
- Reducing donor funding

CHAPTER THREE

ACHIEVEMENTS AND LESSONS LEARNT

3.1 Key Achievements

- Strengthened women's leadership and participation in governance, with four women contesting for LC III positions and 265 grassroots women leaders trained.
- Increased awareness and promotion of women's and girls' rights through trainings and media engagement.
- Enhanced access to justice for SGBV survivors, reaching 7,948 community members.
- Supported development of a GBV Ordinance in Nwoya District.
- Improved women's access to land and participation in peacebuilding.
- Reduced land conflicts through mediation and advocacy platforms.
- Supported reintegration of war victims through psychosocial and livelihood support.
- Enhanced economic empowerment through livelihoods and financial inclusion initiatives.
- Increased participation of women and youth in democratic processes.
- Improved HIV/AIDS awareness and SRH service uptake.
- Reduced teenage pregnancies and STDs through sensitization.
- Improved nutrition and household food security.
- Promoted mental health and reduced substance abuse.
- Increased uptake of family planning services.
- Improved education outcomes for girls.
- Strengthened partnerships, visibility, and institutional capacity.
- Expanded funding base and improved staff capacity.
- Improved operational capacity through logistics acquisition.

3.2 Best Practices and Lessons Learned

- Community-based approaches enhance ownership and sustainability.
- Engaging men and boys strengthens GBV prevention efforts.
- Human Rights Volunteers improve monitoring and reporting.
- Innovative communication methods enhance outreach effectiveness.
- Alternative Dispute Resolution supports conflict resolution.
- Youth inclusion improves programme relevance.
- Integrated programming enhances impact.
- Strong grassroots presence builds credibility.
- Partnerships and visibility strengthen resource mobilization.
- Strong MEAL systems improve accountability.
- Reliable data supports decision-making.
- Addressing harmful social norms is critical.

3.3 Key Constraints

- Entrenched discriminatory gender norms.
- Community dependency on project incentives.
- Limited youth engagement in livelihoods.
- Health system capacity gaps.
- Persistent land conflicts affecting women.

3.4 Cross-Cutting Issues

- HIV/AIDS
- Environment and Climate Change
- Gender Equality and Social Inclusion
- Public Health Emergencies (including COVID-19)

3.5 Emerging Issues

- Reintegration of former LRA combatants
- Landlessness and urban vulnerability
- Post-COVID-19 socio-economic effects
- Substance abuse among women and youth
- Weakening traditional support systems
- Declining donor funding
- Human resource instability

CHAPTER : THE STRATEGY

Introduction

The strategy comprises of six thematic areas that GWED-G's programs and its capacity to deliver on its mandates. The strategic interventions are informed by a combination of experience with constituencies and development challenges existing in the context of its operation. The plan is aligned to the organization's vision, mission and objectives.

5.1.1. Vision

A just society in Acholi, Lango, West Nile , Elgon and Karamoja sub-regions of Uganda, where all realize their potential and live with dignity.

5.1.2 Mission

GWED-G's mission is to empower women and girls in Acholi, Lango, West Nile , Elgon and Karamoja sub-regions of Uganda through gender-transformative approaches, that promote sustainable change, foster equality and inclusivity.

5.3.1 Overarching Goal

To promote gender equality for sustainable and inclusive development

5.1.4 Core Values

GWED-G operates under a defined set of values that encompass:

1. Integrity & Professionalism
2. Inclusiveness

3. Teamwork & Voluntarism
4. Innovation & Learning
5. Equity & Justice
6. Partnership & Collaboration
7. Transparency & Accountability

5.3: Thematic/Strategic Focus, Strategic Objectives

5.3.2 Thematic Focus Area

5.2.1 Thematic Focus Area

1. Gender Equality & Women's Rights
2. Peace Building & Transitional Justice
3. Livelihoods & Food Security
4. Adolescent SRHR, MCH & HIV/AIDS
5. Education for Girl-Child
6. Advocacy & Social Research
7. Institutional Development

5.2.4 Strategic Objectives

1. To strengthen a culture of recognition and respect for human rights and dignity for all
2. Enhance capacity for a gender responsive, human rights-centred, inclusive and socially accountable victim-centred transitional justice and peace building environment at community, district, and national levels for the benefit of all people of Acholi, Lango, West-Nile, Bunyoro, Karamoja and Elgon sub-regions in Uganda
3. Empower women, girls and youth on their economic and civic rights to meaningfully participate in the economy and democratic processes
4. To support efforts towards increasing access to quality and affordable health services for women and girls in Acholi, Lango, West-Nile, Bunyoro, Karamoja and Elgon sub-regions in Uganda by 2028
5. To promote quality and gender equity in education service delivery in Acholi, Lango, West-Nile, Bunyoro, Karamoja and Elgon sub-regions in Uganda by 2028
6. To bolster and widen social research and advocacy for effective responsiveness to marginalization caused by socioeconomic and political situation in Gulu, Nwoya, and Amuru Districts by 2018
7. To strengthen the institutional and organizational capacities of GWED-G to deliver on its core mandates effectively and efficiently

Strategic Objectives (SO)

1. **Promote Human Rights Culture:** Foster a community culture that upholds respect for human rights and dignity for all.
2. **Strengthen Human Rights-Centred Peace Building and Transitional Justice:** Enhance capacity for creating a human rights-centred, socially accountable, victim-focused transitional justice and peace building environment.
3. **Empower Economic and Civic Rights:** Increase knowledge among women, girls, and youth about their economic and civic rights, enabling meaningful participation in economic and democratic processes.
4. **Advance Gender Equity in Health and Education Services:** Strengthen efforts to achieve gender equity and enhance access to quality and affordable health and education services for women and girls by 2027.
5. **Promote Inclusive Research and Advocacy:** Bolster social research and advocacy to effectively address marginalization and promote inclusive socio-economic development by 2027.

6. **Enhance Organizational Capacity:** Strengthen the institutional and organizational capacities of GWED-G to effectively and efficiently deliver on its core mandates, including women's leadership and economic empowerment.

Strategic Objective	Focus &	Key Outcomes	Indicative Interventions
SO1: Gender Equality & Women's Rights		- Improved awareness of rights - Reduced gender inequality - Increased access to justice - Reduced GBV - Increased women leadership	- Human rights awareness - Capacity building; Media advocacy - Strengthen justice systems - Survivor support; Leadership training - Promote land rights - Digital inclusion
SO2: Peacebuilding & Transitional Justice		- Women and youth engaged in peacebuilding - Reduced land conflicts - Reintegration of war-affected populations	- Dialogue platforms; ADR mechanisms - Support transitional justice - Reintegration programs - Advocacy
SO3: Livelihoods & Economic Empowerment		- Increased economic opportunities - Improved access to finance and markets - Increased participation	- Climate-smart agriculture - VSLA strengthening; Link to PDM, YLP, UWEP - Market linkages - Financial literacy
SO4: Health (SRHR, MCH, TB, Malaria , Nutrition , WASH and HIV/AIDS)		- Improved SRHR awareness - Increased facility deliveries - Reduced teenage pregnancy - Improved nutrition - Increased FP uptake	- Community outreach - Peer education - Male engagement - Strengthen VHTs - Facility support - Nutrition programs - FP advocacy
SO5: Girl-Child Education		- Increased retention and completion - Improved performance - Increased access to higher education	- Mentorship - Scholarships - School support systems; WASH improvements; STEM promotion
SO6: Research & Advocacy		- Improved evidence base - Increased policy influence - Strengthened stakeholder engagement	- Research studies - Policy briefs - Advocacy campaigns - Strengthen MEAL - Partnerships
SO7: Institutional Strengthening		- Increased funding - Strong partnerships - Improved staff capacity - Enhanced systems	- Resource mobilization - Staff training - Governance strengthening - ICT systems - Visibility - Risk management

CHAPTER TWO

IMPLEMENTATION AND COORDINATION

2.0 Introduction

The implementation approach involves a partnership model, ensuring coordination, collaboration, and networking with stakeholders for effective plan execution. The Secretariat, under the Executive Director's leadership and Board supervision, is responsible for overseeing, coordinating, and monitoring plan implementation.

2.1 Governance, Management, and Coordination:

GWED-G adheres to NGO regulatory frameworks to maintain a positive relationship with the government. The governance and management structure follows the outlined organogram. The Board guides and supervises plan implementation for accountability and consistency.

The Secretariat provides technical input, oversees coordination, and fosters partnerships with stakeholders and development partners. Capacity is reinforced through staff recruitment, training, motivation, and retention for quality performance.

As part of capacity building, GWED-G will assess its capabilities, conduct job evaluations, and review the organogram to meet current implementation demands. Different GWED-G organs will collaborate to achieve the plan's objectives.

2.2 GWED-G Organogram (see annex)

2.3 Operationalization: The plan begins with launching and disseminating it to stakeholders for ownership and commitment. Annual work plans based on priorities will guide implementation. Partnerships with stakeholders at different levels will be emphasized, ensuring involvement and technical support. Routine monitoring and sharing progress updates with partners are key.

2.4 Capacity Building: Capacity development will be integrated across the plan's implementation. Plans to address Secretariat and Board gaps will run concurrently. Coaching, mentorship, training, and feedback mechanisms will enhance skills and knowledge. Technical skills and soft skills like communication and leadership will be prioritized. Knowledge will be documented, shared, and disseminated through partnerships and collaborations.

2.5 Networking and Partnerships: The plan strengthens networking and partnerships with relevant institutions and stakeholders. Effective participation in networks, coalitions, and partnerships will be promoted. Existing partnerships with NGOs, CSOs, and government bodies will be maintained.

2.6 Communication and Advocacy: A communication and advocacy framework will be established to align with strategic goals. Continuous communication and mobilization of stakeholders will stimulate activism and policy debates. ICT and media will enhance advocacy efforts.

2.6.1 Community Program Entry Framework: GWED-G adapts entry approaches based on local contexts, including community consultations, stakeholder analysis, consensus building, and participatory delivery. This ensures local solutions and ownership for effective change.

2.6.2 Anticipated Risks and Mitigation Measures

GWED-G acknowledges the possibility of risks that could hinder the successful implementation of this strategic plan. A comprehensive risk analysis has identified potential challenges with varying likelihoods of occurrence. In response, well-considered mitigation measures have been developed to inform strategies for complete or partial risk avoidance, as well as measures to address these challenges should they materialize.

Risk Category	Likelihood of occurrence			Mitigation Measures
	L	M	H	
The COVID-19 pandemic				GWED-G and its stakeholders will adhere to preventive guidelines issued by the government of Uganda and World Health Organization
Restrictive legal and policy regimes that shrink the civic space for CSOs/NGO				Consistent information sharing and dialogue with the government on GWED-G mandate and operations
Increasing unhealthy competition for donor funding by peer NGOs				- Develop and implement a robust resource mobilization strategy to guide resource mobilization - Diversification of programming to broaden the funding base
Changes in policies at local, national and international level on development choices and priorities				Periodically review and realignment of the strategic plan to ensure alignment to new or revised national and international policy and planning frameworks
High operational costs				- Working more in with alliances, partnerships and coalitions to tap into available resources (expertise) locally. - Adopt cost-effective measures through appropriate programming, forecasting
High expectations from stakeholders including target beneficiaries' groups				Engagement of GWED-G's stakeholders in its operations including programmes, projects, resources and assets
Corruption / Fraud				- Strengthen internal controls - Conducting regular financial audits, including internal reviews
Turnover of Staff with specialized skills				- Develop a staff retention strategy - Improved staff motivation - Talent management and succession planning. - Develop inclusive training plan for staff and manage staff career plans
Network and Information technology system breakdown				- Heavy investment in network securities - IT systems integration and sufficient control mechanisms - Continuous research and development on

				IT • Continuous monitoring of e-business trends and regular updates
Failure to effectively monitor and evaluate performance				• Define operational risk indicators • Provide real-time business activity monitoring • Enhance operational efficiency and improve quality and outcomes.
Political instability				• Continuous engagement with the political wing and Government line-ministries

CHAPTER THREE

MONITORING AND EVALUATION

3. Monitoring, Evaluation, and Review: GWED-G has a comprehensive monitoring and evaluation plan to generate timely, realistic information for informed decision-making during the strategic plan's implementation. This involves aligning administrative and programmatic structures through a results framework.

3.1 Monitoring Implementation Progress: Regular reviews of progress towards strategic targets and milestones will be carried out through management and technical meetings, including reflective platforms. These evaluations will involve technical staff, management, the Board of Directors, partners, and stakeholders. Review meetings, retreats, and program audits will be utilized for participatory assessment at both institutional and program levels.

3.1.1 Stakeholder Engagement: Engaging various stakeholders, including government institutions, NGOs, and development partners, is integral. Periodic stakeholder review meetings will occur quarterly and annually. Management, staff, and the board will convene to gauge progress against established indicators and suggest pathways for achieving the strategic plan.

3.1.2 Mid-Term and End-Term Evaluations: A mid-term review will take place in the third year to assess progress on set targets, identifying successes and areas for improvement. In the final year, an end-term evaluation will measure impacts, document best practices, and draw key lessons. This information will guide the development of the next strategic plan.

Effective monitoring and evaluation will be guided by an existing handbook, which customizes the result framework of the strategic plan. This handbook adheres to result-based monitoring principles. GWED-G management will lead the planning process, ensure monitoring occurs, and utilize the generated data for program enhancement. Evaluations within each program area will also be considered in future planning to foster a culture of continuous improvement.

CHAPTER FOUR

RESOURCE MOBILIZATION AND FINANCING

4. Resource Mobilization and Financing:

4.1 Resource Mobilization Strategy: GWED-G will develop and implement a comprehensive resource mobilization strategy, guiding all activities related to fundraising. The strategy will outline funding options, required resources, and their sources. Currently, external funding remains a primary source, and each funder dictates specific procedures and guidelines. The strategy will extend beyond traditional funding sources, exploring partnerships, expertise pooling, and showcasing impactful outcomes.

GWED-G's resource mobilization will adhere to its constitution-defined sources, encompassing:

1. Interest and returns from investments and assets
2. Donations from individuals, government bodies, philanthropies
3. Income from its functions and materials
4. Fundraising initiatives
5. Grants from relevant donors

4.2 Financing the Strategic Plan: The strategic plan will leverage new and existing donors, supplemented by budgetary support from religious organizations, NGOs, CBOs, and communities. All financing approaches align with the organization's constitution. Fundraising criteria will consider problem-solving, partnerships, coalition-building, and engagement of partner interests.

4.3 Grants and Donations: GWED-G will seek grants and donations from development partners and international organizations aligned with its strategic goals. Potential partnerships will be explored and pursued professionally, with funding sources encompassing: • Official Country Development Assistance • International Non-Governmental assistance • International Institutions • Philanthropies and Foundations

4.2.1 Private Sector Engagement: GWED-G will identify private sector entities sharing common interests to secure local funding, emphasizing partnerships for the greater good.

4.2.2 Civil Society Funding: Leveraging its strategic position within the civil society sector, GWED-G will market its programs to various civil society groups and coalitions, exploring consortium financing opportunities.

4.2.3 Matching Grants: GWED-G will share program information with similar NGOs for potential matching grant financing partnerships, enhancing funding for comparable interventions.

4.2.4 Community Financing: Community financing, often untapped, will be explored as subsidies or support for interventions addressing community needs or expansion.

Annexes: The Budget Projection In 5 Year

Total estimated budget: UGX 18,000,000,000

60% Programme Costs | 40% Institutional Strengthening

Strategic Area	2023	2024	2025	2026	2027	Total (UGX)	% Share
Gender Equality & Women's Rights	500M	600M	700M	800M	900M	3.5B	19%
Peacebuilding & Transitional Justice	300M	350M	400M	450M	500M	2.0B	11%
Livelihoods & Economic Empowerment	600M	700M	800M	900M	1.0B	4.0B	22%
Health (SRHR, MCH, HIV/AIDS)	500M	600M	700M	800M	900M	3.5B	19%
Girl-Child Education	200M	250M	300M	350M	400M	1.5B	8%
Research & Advocacy	150M	200M	250M	300M	350M	1.25B	7%
Institutional Strengthening	700M	800M	900M	1.0B	1.1B	4.5B	25%

Monitoring and Evaluation Framework

Strategic Focus 1: Gender Equality & Women's Rights

Intervention Logic	Indicators	Baseline (2023)	Target (2027)	Means of Verification	Frequency/Responsibility	Assumptions/Risks
Outcome: Improved awareness of rights	% women aware of rights	55%	80%	Surveys, reports	Quarterly; MEAL team	Community willingness
Outcome: Reduced GBV	% reduction in GBV cases	0%	30%	GBV reports	Quarterly; Programme staff	Funding availability
Outcome: Increased women leadership	% women in leadership	30%	45%	LG records	Annual	Political will

Strategic Focus 2: Peacebuilding & Transitional Justice

Intervention Logic	Indicators	Baseline(2023)	Target (2027)	Means of Verification	Frequency/Responsibility	Assumptions/Risks
Outcome: Women engaged in peacebuilding	# participants	1,200	3,500	Reports	Bi-annual	Community acceptance
Outcome: Reduced land conflicts	# disputes resolved	150	300	Mediation records	Annual	Land disputes persist

Strategic Focus 3: Livelihoods & Economic Empowerment

Intervention Logic	Indicators	Baseline(2023)	Target(2027)	Means of Verification	Frequency/Responsibility	Assumptions/Risks
Outcome: Increased income	% income increase	0%	40%	Surveys	Annual	Market fluctuations
Outcome: Access to finance	# accessing credit	800	2,500	Financial records	Bi-annual	Financial barriers

Strategic Focus 4: Health (SRHR, MCH, HIV/AIDS)

Intervention Logic	Indicators	Baseline(2023)	Target(2027)	Means of Verification	Frequency/Responsibility	Assumptions/Risks
Outcome: Improved SRHR awareness	% awareness	60%	85%	Surveys, DHIS2	Quarterly	Cultural barriers
Outcome: Improved maternal health	% facility deliveries	65%	85%	Health records	Quarterly	Health system capacity

Strategic Focus 5: Girl-Child Education

Intervention Logic	Indicators	Baseline(2023)	Target(2027)	Means of Verification	Frequency/Responsibility	Assumptions/Risks
Outcome: Increased completion	% completion rate	45%	70%	School records	Annual	Early marriage
Outcome:	# scholarships	50	200	Programme	Annual	Funding availability

Access to higher education				reports		
----------------------------	--	--	--	---------	--	--

Strategic Focus 6: Research & Advocacy

Intervention Logic	Indicators	Baseline(2023)	Target(2027)	Means of Verification	Frequency/Responsibility	Assumptions/Risks
Outcome: Evidence generation	# studies	2/year	8 total	Reports	Annual	Research funding
Outcome: Policy influence	# engagements	10/year	40 total	Advocacy reports	Bi-annual	Policy uptake

Strategic Focus 7: Institutional Strengthening

Intervention Logic	Indicators	Baseline(2023)	Target (2027)	Means of Verification	Frequency/Responsibility	Assumptions/Risks
Outcome: Increased funding	% funding growth	100%	+60%	Financial reports	Annual	Donor environment
Outcome: Improved capacity	Staff capacity score	60%	85%	HR reports	Annual	Staff retention

REFERENCES

No.	Reference Source	Details / Citation
1	Uganda Bureau of Statistics (UBOS)	UBOS (2024). <i>Statistical Abstract and Population Estimates</i> . Kampala, Uganda
2	Uganda Bureau of Statistics (UBOS)	UBOS (2023). <i>Uganda National Household Survey / Poverty Status Report</i> . Kampala
3	Uganda Bureau of Statistics (UBOS) & ICF	UBOS & ICF (2022). <i>Uganda Demographic and Health Survey (UDHS 2022)</i>
4	World Bank	World Bank (2024). <i>Uganda Economic Update & Development Indicators</i>
5	World Bank	World Bank (2023). <i>Poverty and Equity Brief: Uganda</i>
6	World Bank	World Bank (2025). <i>Development Financing Trends in Uganda</i>
7	UNAIDS	UNAIDS (2023). <i>Global HIV & AIDS Statistics – Uganda Fact Sheet</i>
8	World Health Organization (WHO)	WHO (2023). <i>Maternal Mortality Estimates and Health Systems Data</i>
9	UNICEF	UNICEF (2024). <i>Education and Child Protection Data – Uganda</i>
10	UN Women	UN Women (2024). <i>Gender Equality and Women’s Economic Empowerment in Sub-Saharan Africa</i>
11	Food and Agriculture Organization (FAO)	FAO (2023). <i>Agricultural Livelihoods and Food Security in Uganda</i>
12	Inter-Parliamentary Union (IPU)	IPU (2024). <i>Women in National Parliaments Report</i>
13	Ministry of Health – Uganda	MoH Uganda (2023). <i>Health Sector Performance Report</i>
14	Ministry of Gender, Labour and Social Development (MGLSD)	MGLSD (2022). <i>Gender-Based Violence and Social Protection Reports</i>
15	National Planning Authority (NPA)	NPA (2020). <i>National Development Plan III (NDP III)</i>
16	Government of Uganda	Government of Uganda (2021). <i>Parish Development Model (PDM) Framework</i>
17	Government of Uganda	Government of Uganda (2006). <i>Refugee Act and Policy Framework</i>
18	United Nations High Commissioner for Refugees (UNHCR)	UNHCR (2024). <i>Uganda Refugee Response Plan & Statistics</i>
19	World Food Programme (WFP)	WFP (2024). <i>Food Security and Refugee Response in Uganda</i>
20	Ministry of Gender, Labour and Social Development	MGLSD (2016–2024). <i>National Gender Policy and GBV Policy Frameworks</i>
21	African Union / International Frameworks	AU & UN (Various). <i>CEDAW, CRC, African Charter on Human and Peoples’ Rights</i>
22	GWED-G Internal Documents	GWED-G (2023–2026). <i>Programme Reports, MEAL Data, Strategic Reviews</i>