KIGEZI WOMEN IN DEVELOMENT (KWID) 5TH STRATEGIC PLAN (2019-2023) A BRIDGED VERSION



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1.0 INTRODUCTION

KWID is a non-profit, non-government, Women's organization that was established in 1996 to enhance social, economic, cultural and political development to empower its members and beneficiaries to exercise their rights and spur development. A social contract that provides a coherent framework within which social injustices can be effectively addressed

This strategic plan has been developed to provide overall strategic direction for delivering KWID's Vision and Mission between 2019- 2023

It lays emphasis on undertaking evidence-based advocacy focusing on empowering Women, Girls and other vulnerable persons to exercise their rights, actively participate in decision making processes, advocate and demand for improved services.

2.0 RATIONALE FOR THE NEW STRATEGIC DIRECTION.

The current focus areas of KWID were guided by the strategic plan for the period of 2014- 2018 that focused on addressing gender inequalities and underlying negative social-cultural issues through policy advocacy and program implementation.

Based on the experiences encountered in the last strategic plan, and the realization that similar and new challenges still characterize the KWID's operating environment at program and institutional levels, the organization found it necessary to reflect and re-define its new strategic direction for the next five years.

3.0 THE NEW STRATEGIC DIRECTION

Strategic Goal: An empowered and transformed society for sustainable and gender-responsive development.

Strategic mission: Strengthening the participation, voice, power and resources of women and other vulnerable persons to enhance their contribution to sustainable social-economic development.

Strategic theme: empowered women, girls and other vulnerable persons for participation, voice, power, and resources to attain inclusive development.

VISION.

A Developed society free of social injustices

MISSION.

Empowering women and other vulnerable persons to address hindrances to their advancement through advocacy, networking and capacity building

CORE VALUES

- **Gender Equality and Equity**
- **Responsiveness**
- **Team work**
- **Accountability and transparency**
- **People-centeredness**

3.1 STRATEGIC POSITIONING.

KWID's strategic positioning is summarized as an advocate for Gender Equality and Women Empowerment. KWID will position herself as a partner of choice in Gender Equality and Women Empowerment matters. KWID will undertake grassroots campaigns, Policy awareness campaigns and stakeholder engagements. KWID will target women, girls, adolescents and young people, cultural and religious leaders, duty bearers and perpetuators to get a critical mass of gender advocates. KWID will strengthen her capacity by working with key line ministries, departments and agencies (MDAs) and creating networks with actors in the private and CSO sector so as to maintain gender high on the National development Agenda.

3.2. THEMATIC AREAS, OUTCOMES AND STRATEGIC CTIONS:

Thematic 1:

Livelihood and Community Empowerment



Strategic Objective: To improve the livelihood conditions of 2,386 community members and their households by 2023.

Outcome 1: Empowered women and other vulnerable persons able to fend for themselves and effectively engage in social-economic and political affairs

- ♦ Capacity building and skilling of women on economic empowerment for increased productivity
- ♦ Undertake community programs for women's economic empowerment (VSLA) and social enterprises
- ♦ Coordinate advocacy initiatives towards women's economic empowerment

Outcome 2: Increased Use of clean and efficient energy technologies like energy saving stoves to restore environment

- ♦ Establish and facilitate climate change advocacy coalition with like-minded entities in the area of operation
- ♦ Organize annual green week activities through Institutions and Communities in Kigezi
- ♦ Create a platform for service users and duty bearers to discuss Climate Change and promote

smart agriculture

- Participate in Local, National and International Environmental Conservation events
- Create awareness on opportunities and benefits of environmental and natural resources conservation
- Construct and market energy saving cook stoves
- Facilitate stakeholders dialogue meetings on environmental and sustainable development issue
- Advocate for mainstreaming and integration of environmental concerns into policies, plans, programs and budgets
- Enroll in broad-based multi-stakeholder partnerships to mobilize knowledge, expertise, technologies and financial resources to contribute to sustainable development

Outcome 3: Increased Women's access, ownership, control and benefits from economic resources

- Organize community dialogue meetings to discuss factors that hinder women and girl's access, ownership and control of economic resources
- Organize interface meetings between service users and duty bearers for collective practical actions to address hindrances to Women's and girls' access, ownership, control of and benefits from economic resources
- Form and facilitate advocacy working group to influence increased allocation of resources towards programs, projects and activities that promote Gender Equality and Women's empowerment
- Organize and facilitate forums for strategic engagements with various stakeholders in the public, private and CSOs to promote gender equality and women's empowerment
- Initiate advocacy for the protection of women's property and land rights

Outcome 4: Empowered communities for increased involvement in the development process

- Expansion of KWID resource center to provide a platform for community engagements and information services.
- Enhance participation of men and women in planning and budgeting processes
- Empower women and girls to effectively participate in decision making processes
- Provide a platform for citizens to engage with duty bearers on service delivery and hold them accountable
- Educate citizens on their human and civil rights to enable them exercise their roles and responsibilities as well as holding leaders accountable
- To participate and observe electoral processes

Thematic Area 2: Advocacy for improved Access and quality Education



Strategic Objective: Advocate for improved quality of education in 30 primary schools in Kigezi by 2023

Outcome 1: /mproved access to education

- ♦ Advocate for increased girl enrolment including girls with disabilities and children in vulnerable situations and hard to reach areas.
- ♦ Advocate for increased transition, retention and completion rates for girls.
- ♦ Advocate for enactment and enforcement of Gender-responsive bye-laws and ordinances at sub-county and district levels.

Outcome 2: Improved quality of education

- ♦ Advocate for improved school infrastructure and learning aids to address the unique needs of girls including girls with disabilities.
- ♦ Advocate for development of teachers' capacity on gender and development.
- ♦ Advocate for improved teachers skills, welfare, exposure and motivation.

Outcome 3: Improved Governance and Management of schools.

- ♦ Advocate for strengthen monitoring and evaluation systems to enhance transparency and accountability.
- ♦ Advocate for girls' meaningful representation in school decision making bodies
- ♦ Advocate for enforcement of the 1/3 representation of women on SMCs

Outcome 4: Increased financing for Education

- ♦ Advocate for increased budgetary allocations and financing of the education sector to at least 16% of the National budget
- ♦ Advocate for implementation of education sector gender policies and strategies

Thematic Area 3: Advocacy for improved Health Services





Strategic Objective: To advocate for improved health conditions of 41,600 people - children, youth and women in the reproductive age by 2023

Outcome 1: Improved reproductive, maternal, new-born child and Adolescent health

- Advocate for increased financing to SRHR beyond the commodities to include the strengthening of health systems to deliver, capacity building of health workers, awareness raising and community systems strengthening
- Advocate for increased male involvement in sexual and reproductive health and rights
- Monitor and track service Health delivery with a gender lens
- Advocate for the establishment and functionality of youth friendly corners
- Empower Senior Men and Women teachers to run School Health Clubs
- Create functional platforms RMNCAH service users to interface with Service Providers

Outcome 2: Increased public education and awareness on access to hygiene, sanitation, safe and affordable water for all and end open defection

- Promote community involvement in water and sanitation management for sustainability and coordination with like-minded entities.
- Advocate for increased access to improved Nutrition, sanitation and hygiene practices in households, schools and communities
- Promote Menstrual Health management in rural schools
- Promote elimination of open defecation to improve public health

Outcome 3: Increased financing for the health sector

- Advocate for increased budget allocations and financing for the health sector to at least 15% of the national budget

Outcome 4: Reduced HIV infections and prevalence rates

- Integrate sexual and gender based violence (SGBV) prevention and human rights into HIV prevention programming.
- Support and implement family centered approaches to prevent HIV infection
- Strengthen capacity of health, legal and social service providers to manage SGBV cases

Outcome 5: Increased community involvement in TB prevention

- Integrate TB prevention and care in HIV and care support
- Facilitate VHTs to identify and refer people with TB symptoms and signs to health facilities
- Use drama to disseminate household, personal and environmental TB control measures

Outcome 6: Increased community members demanding for Malaria services, health rights and accountability

- Scale-up age- and audience-appropriate social and behavioral change interventions to reach all population groups with targeted Malaria prevention messages
- Mobilize pregnant mothers to attend Antenatal clinics and sleep in treated mosquito nets
- Facilitate strategic engagements of school pupils to champion malaria intervention messages and act as change agents at home and among peers
- Mentor religious leaders, community leaders, school heads and policy makers to integrate malaria talking points into their activities

Thematic Area 4: Gender and Human rights.



Strategic Objective: To contribute to improved gender rights and protection of41, 600 children, women and other vulnerable people by 2023.

***Outcome 1:* Reduced tolerance to Violence against women and children against Gender based violence in the social-economic, legal and political structures**

- Create awareness on GBV, its forms, causes and effects
- Promote male involvement and engagement in elimination of all forms of GBV
- Establish and strengthen GBV referral pathways and link survivors to referral services
- Promote legal literacy of all duty bearers and rights holders to reduce social tolerance to GBV and enhance service seeking behavior
- Establish and strengthen psychosocial services for GBV survivors /victims
- Advocate for mainstreaming of Gender in policies, laws, programs and budgets
- Facilitate establishment and functioning of community GBV action groups
- Promotion and protection of the rights of vulnerable groups from abuse, neglect and exploitation

Outcome 2: Increased women and girl's participation and gender equality in decision making through enhanced knowledge and skills

- ♦ Empower women to take up leadership positions at all levels
- ♦ Build the capacity of women leaders in advocacy and negotiation skills, public speaking, confidence building and resource mobilization
- ♦ Empower citizens to improve perceptions and attitudes towards women's participation in public life within political, social and economic spheres

Outcome 3: Improved care, participation and protection of children at community and household level

- ♦ Promotion and protection of the rights of children from abuse, neglect and exploitation
- ♦ Protect and promote children's rights through capacity building of stakeholders
- ♦ Support community child protection structures to prevent child abuse, child neglect, child exploitation, child marriages and teenage pregnancies
- ♦ Develop and implement a parenting program for caregivers

Outcome 4: Children, who are able to manage risks, protect themselves; report cases of violence; seek and provide support to their peers on issues related to violence in homes, schools and community

- ♦ Sensitize children on direct and indirect causes of violence in homes, schools and community
- ♦ Facilitate life skill sessions to develop children's social and personal skills training
- ♦ Empower children to advocate for violence free homes, schools and communities

Outcome 5: Increased access to quality protection, education, reproductive health services and other opportunities

- ♦ Advocate for civil registration systems as a means to protect children from sexual and physical violence that leads to or arises child marriages
- ♦ Advocate for access of girls and married young women to youth friendly health services
- ♦ Build girls and boys capacities in life skills and agency including self-esteem, self-defense and confidence
- ♦ Provide both in and out of school girls and boys with sexual and reproductive health information to enable them manage their growing bodies
- ♦ Provide adolescent groups with safe space for girls and boys to talk about sensitive issues

Thematic Area 5: Institutional Development



Strategic Objective: To contribute to improved capacity and effectiveness of the organization to deliver on the strategy

Outcome 1: Policies and mechanisms for institutional governance developed and implemented

- Development and implementation of Board manual
- Develop guidelines for the implementation of organization policies
- Formulate and implement KWID Gender strategy
- Develop and implement KWID M&E Plan
- Review KWID policies to align to statutory obligations
- Streamline and implement an effective membership
- Develop and implement a training plan for implementers in technical skills for handling women, girls and other vulnerable person's issues

Outcome 2: New strategic partnerships built and existing ones strengthened for effective engagement, improved results and impact.

- Map out potential strategic partners and allies in the donor community, public and private sector.
- Develop partnership guidelines
- Organize and facilitate forums for strategic engagements with various stakeholders
- Join and/or enroll for membership at Local, National, Regional and international

Outcome 3: Increased visibility of KWID's interventions

- Develop and implement KWID communication and visibility strategy
- Strengthen Information sharing via online platforms like twitter space
- Operationalize KWID website, twitter, Facebook and YouTube

- Use of newsletters and brochures
- Use of Press, TV and Radio talk shows, press conference
- Operationalize KWID resource center

Outcome 4: Strengthened resource mobilization, utilization, accountability and organization sustainability

- Formulate and implement KWID resource mobilization ,acquisition and retention strategy.
- Streamline functioning of internal governance mechanisms (policy), Audits and reports
- Develop and implement sustainability plans to be able to sustain the organization

Outcome 5: Effective research, monitoring, evaluation undertaken and strengthened quality assurance and improvement in KWID programs

- Promote operational and conventional research and documentation of women, girls and other vulnerable persons issues
- Provide training to implementers in technical skills for handling women, girls and other vulnerable persons' issues
- Strengthen KWID quality improvement committee operations

5.0: CRITICAL SUCCESS FACTORS

- ***Mobilization and awareness creation***
- ***Keeping connected to the local communities and beneficiaries..***
- ***Lobbying and advocacy***
- ***Research and documentary.***
- ***Experience and knowledge sharing.***
- ***Partnerships and linkages.***
- ***Capacity building and trainings.***
- ***Male engagement***
- ***Stakeholder engagements at local and district level.***