



## **ACTION FOR YOUTH DEVELOPMENT UGANDA (ACoyDE)**

### **STRATEGIC WORKPLAN 2022-2027**



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## PREAMBLE

### ACOYDE

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With great ideas and opportunities, Action For youth Development Uganda (ACOYDE) has been able to overcome various challenges faced by young dynamic people in the last five years. Our team and partners have been able to work together to realize the strategic objectives set out in 2017. ACOYDE had enlightened young people on the need to build a young leadership platform with a vision and commitment towards, social and economic justice, gender equality, Sexual Reproductive Health and Rights, education, health, skilling, transformative leadership, climate justice using the citizenry approach.

We have a proud history of delivering innovative programs for disadvantaged adolescent girls and boys, women and young people in communities and it is during this challenging period that ACOYDE, through trainings, was able to empower different girls, boys, young men and women in alternative and transformative leadership, education, climate social, economic justice, menstruation, sanitation and hygiene management and life skills management. These skills continue to be transferred and referred to other various partners, to create a considerable fast and quick network of growth in experience and knowledge for our generation.

ACOYDE has applied its experience and learning to the refinement of practice, and ensured appropriate and relevant services to a diverse and changing community groups. In providing these services, ACOYDE has demonstrated its strong commitment towards working collaboratively with many agencies, professionals, children, women and Youth organizations, government entities and international organizations.

Over all, ACOYDE implemented a number of projects involving the education, health, ending poverty, human rights and social justice, youth economic strengthening programs, gender equality, social justice, Girls talk programming, ending child marriage campaigns, climate change and justice projects, Sexual Reproductive and Health Rights as a sustainability strategy for socio economic well-being of poor and marginalized women and youth for sustainability. ACOYDE worked with girls and young women in rural and refugee communities to ensure girls

are free to reach their full potential through education, advocacy, lobbying and influencing policies to end child marriages. ACOYDE managed to train youth in entrepreneurship skills development, both theoretically and practically from developing a business idea and plan, to seeing it to its completion.

The strategic priorities for the year 2022-2027, present ACOYDE with the opportunity of extending our presence in high need across the regions in Uganda, strengthen our core program models and creating partnerships and networks for development.

We are committed to working with staff, volunteers, adolescents girls and boys, young people especially women, support agencies, Youth sector partners and the community to meet the objectives outlined in this Strategic Plan and deliver our vision of an organization which believes in, and builds the potential of young people.

Ms. Caroline Owashaba

Executive Director

## **EXECUTIVE SUMMARY**

In 2010, we celebrated a remarkable accomplishment of developing a successful Youth organization that enlightens young people on the need to build a young leadership platform with a vision and commitment towards Good health for all, gender equality, social, climate and economic justice, transformative leadership and entrepreneurship development.

While marking the close of an incredible five years, we also dedicated much time and effort to imagining the next chapter of this impressive program. We are now set to embark on an ambitious Strategic Plan for 2022-2027. The plan calls for increasing our impact through doubling the number of young people in our programs, partners and networks. At plan's end, we will be changing the lives of 70 percent of young people in our areas of operations.

ACOYDE will build financial sustainability by maintaining, strengthening and diversifying funding sources from government & Non-government funding, donations and social commerce/enterprise

We will build awareness inside and outside our community service sector by implementing a marketing plan for raising our profile and understanding the needs of community, region and sector to create a broader out reach.

## **1. BACKGROUND**

Action for Youth Development Uganda (ACOYDE) is an Indigenous Not for Profit, youth Community-Driven and advocacy organization that focuses on adolescents and young people through working with citizens and community-based organizations to influence issues, policies, young people's challenges at grassroots, local, national governance and development processes. ACOYDE was founded in 2010 and became operational in 2014. ACOYDEs head offices are in Mbarara District, South Western Uganda

ACOYDE influences pro-development programs, policies, empower adolescent girl's youth and young women to peacefully co-exist and work towards sustainable development of their communities. ACOYDE has over the years implemented a number of projects involving the education, health, ending poverty, human rights and social justice, youth economic strengthening programs, gender equality, social justice, Girls talk programming, ending child marriage campaigns, climate justice and environmental conservation and biodiversity programs, Sexual Reproductive and Health Rights as a sustainability strategy for socio economic well-being of poor and marginalized women and youth for sustainability. ACOYDE works with girls and young women in rural and refugee communities to ensure girls are free to reach their full potential through education, advocacy, lobbying and influencing policies to end child marriages.

ACOYDE engages young people in community dialogues aimed at ensuring that government programmes are cognizant of the needs of girls and young women. Through advocating for increased budget allocation for SRHR youth friendly services for adolescent girls and Young Women (AGYW). ACOYDE also works in respective districts to advocate for youth issues and make accountable leaders through monitoring and tracking the progress of the government program. ACOYDE work's closely with sub-county and district leaders on Girl talk programming aimed at keeping the Girl Child in school, ending child marriages and GBV in communities. ACOYDE has experience in running Gender based violence interventions at the grassroots levels through a healthy living for a healthy young generation in the rural settings of fish landing sites, national parks and in the refugee settlement communities. All aimed at reducing gender-based violence among girls and young women, engaging boys as an inclusive

intervention, access to SRHR services with this experience ACOYDE understand the dynamics Adolescent girls and young women face in the settlement communities due to COVID19.

ACOYDE works on realization of 2030 gender equality goal 5 as a commitment to end gender inequalities among girls and young women through education and girl retention programming. ACOYDE also works towards Uganda's FP2020 commitments, particularly, reducing unmet needs and implementation of social and behaviour change campaigns to increase demand and uptake of family planning with a special focus on youth and Women with a referral network in the referral and settlement communities and surrounding villages.

## **2. ACOYDE'S VISION**

A vibrant, healthy and productive generation.

## **3. ACOYDE'S MISSION**

To promote a fair and sustainable environment where adolescents and youth have a right to life. Through transformational leadership, empowerment, community driven approaches, advocacy Mobilization, coordination and networking to create freedom of choice and transform their lives.

## **4. STATEMENT OF PURPOSE**

ACOYDE aims at creating space for the adolescents and young people to reshape, redirect and uphold the values of social transformative leadership through advocacy, training, capacity building, networking and research.

## **5. ACOYDE'S CORE VALUES**

Transparency, Active participation, openness, hard work, integrity, creativity and innovation

## **6. ACOYDES OBJECTIVES**

1. To protect and promote human rights, social accountability, transparency among vulnerable young people by promoting policies that protect their wellbeing.
2. To enhance efforts towards ending child marriages and teenage pregnancies among adolescent girls through the amplification of voices of girls at risk of

- child marriages and defend girls' rights to health, education and create opportunities to their fully potential.
3. To promote social-economic skills through entrepreneurship training and financial literacy knowledge.
  4. To promote gender and climate change justice through awareness and creation promotion of green based technologies.
  5. To advocate for gender equality and promotion of girl child education through education and transformative leadership programs.
  6. To advocate for Sexual Reproductive Health and Rights services (SRHR) and youth friendly services for young people in the community through health education, advocacy campaigns and dissemination of information on health and youth friendly services control and maternal health.
  7. To develop partnerships, collaborations and networks among the key stakeholders and promote the sustainable development goals (SDGs).

## **7. ACOYDES COLLABORATIONS**

We work with educators, schools, girl and boys, youth, religious leaders, legislators, community organizations, private sectors, youth led organizations, social ventures, businesses and non-profits globally. We create locally-adapted programming for adolescents, families, and communities. Girl Rising's corporate and media partners extend our reach to millions.

## **8. ACOYDES BENEFICIARIES AND STAKEHOLDERS**

The primary beneficiaries of ACOYDE are adolescent girls and boys, young people, parents, religious leaders, communities and all Ugandan youth from all the backgrounds, underserved, marginalized, youth intending to create change in their communities, youth at all levels of leadership and non-leadership. Other beneficiaries include youth in media, youth networks, youth organizations, governmental parastatals, Academicians and civil society organizations.

## **9. ACOYDES ACTIVATION**

We ideate, create and ignite action for girls, boy's education, youth and gender equity by focusing on changing attitudes and harmful gender norms through programming and campaigns reaching families, communities, corporations, governments and the general public. We build the



voices and amplify the agency and life skills for them to foster inclusive learning environment for improved social justice, economic and education and transformative leadership for all. We build, train champions and mentors who foster conversations and raise awareness on the links related to girls, boys, young women on education, health, climate change and social justice for all.

## **10. ACOYDE STRATEGIC DIRECTION**

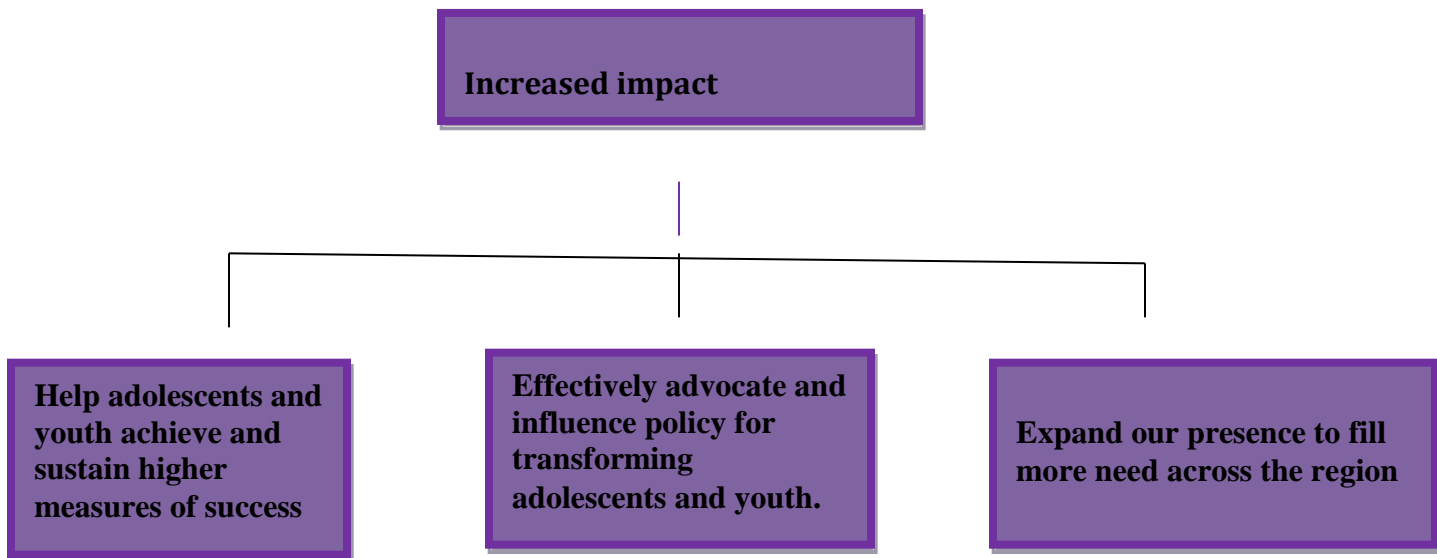
**The overarching goal of ACOYDE is;**

“To advocate, promote and strengthen the adolescents and young people participation in the human rights, decision making processes and create space for them to actively and meaningfully participate in the in the development processes of their country”

**They are seven key strategic goals that will contribute to the development and achievement of the overall strategic direction of ACOYDE.**

1. To advocate and implement strategies on adolescents and young people through meaningful participation in all spheres of decision making by promoting human rights for all.
2. To end child marriages and teenage pregnancies among adolescent girls through the amplification of voices of girls at risk of child marriages and defend girl’s rights to health, education and create opportunities to their fully potential.
3. To provide the comprehensive sexuality education services and promote Sexual Reproductive Health and Rights (SRHR) for young people.
4. To promote social-economic skills through entrepreneurship training and financial literacy knowledge.
5. To promote gender and climate change justice through awareness creation and promotion of green based technologies.
6. To improve ACOYDE’S coordination, communication, and joint efforts among the youth organization and stakeholders,
7. To improve ACOYDE institution at office level, national and International.

With the goal of increasing our impact among the youth in Mbarara District, ACOYDE has identified seven strategic priorities for the 2022-2027 strategic plans.



**STRATEGIC GOAL ONE: To protect and promote human rights, social accountability, transparency and fight corruption among vulnerable young people by promoting policies that protect their wellbeing.**

- ACOYDE will ensure it builds awareness inside and outside the community on human rights. ACOYDE will provide a platform for young people to discuss issues that concern development at the district level, national and regional levels.
- ACOYDE will promote gender equality by challenging laws that discriminate against or increase the vulnerability of women and girls.
- Promoting laws that protect the wellbeing of young people. Through legal and systemic change to realize a world in which women and girls live as equal citizens, free from violence, discrimination, and exploitation.
- ACOYDE will carry on activities to make sure the youth get involved in the decision making and developmental issues’ affecting this country.
- ACOYDE will strengthen the prevention of crime and the promotion of effective, fair, human and accountability in crime prevention and criminal justice and other relevant information.
- ACOYDE will work towards accelerating progress towards ending harmful practices, FGM and ending sex and human trafficking

To achieve this strategic goal, we will focus on identifying and responding to service system gaps to meet the needs of the most disadvantaged youth and communities.

We will identify these service gaps through the following:

- Leadership for development and implementation of the ACOYDE skills Intervention Program.
- Play a leading role in Youth Participatory activities i.e. Debates, Dialogues, meetings and workshops.
- Develop risk and protection measures for vulnerable youth. This will be done by focusing on gender mainstreaming, adolescents and youth underserved yawning for leadership experience.

Resources needed	360,000,000 UGX	100,000USD
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**STRATEGIC GOAL TWO: To end child marriages and teenage pregnancies among adolescent girls through the amplification of voices of girls at risk of child marriages and defend girl’s rights to health, education and create opportunities to their fully potential.**

8. Globally, approximately 52% of the female population (26% of the total population) is of reproductive age. Most of these women and girls will menstruate each month for between 2 – 7 days. And Around 23% of adolescent girls in the age-group of 12-18 drop out of school when they begin menstruation. In Uganda many women and girls are poor and assumed to be unable to (sufficiently) access or afford sanitary materials including sanitary towel. According to a study done by UNICEF in 2013, 1 in 10 school girls in Africa miss school or drop out completely due to lack of access to menstrual materials and other sanitary products. This critical unavailability of sanitary products is a major barrier to education for girls of school-going age. The inability to effectively manage menstruation contributes to absences of up to 4-5 school days each month, equating to as much as 20% of the academic year intentionally skipped, simply due to menstruation. Eventually many of these girls drop out of school entirely, increasing their risk to the likelihood of early initiation to sex with associated risks of HIV, early pregnancy and teenage

pregnancy with its associated maternal health complications, and further limiting their future career and economic opportunities. The law to promote gender equality, we will do this by challenging laws that discriminate against or increase the vulnerability of women and girls and promoting laws that would protect their wellbeing. Through such legal and systemic change, we hope to realize a world in which women and girls live as equal citizens, free from violence, discrimination, and exploitation.

To achieve this strategic goal, we will focus on identifying and responding to adolescent needs and of the most disadvantaged adolescents and communities.

- Empower adolescent’s girls and boy, young women through leadership trainings and mentorship programs.
- Promote menstrual health, hygiene and sanitation management
- Promote WASH programs
- Raising awareness on the harmful impact of child marriage by encouraging open, inclusive and informed discussions, local and international level.
- Facilitate learning and coordination between organizations working to end child marriage.
- Mobilize all necessary policy, financial and other support to end child marriage.

Resources needed	450,000,000 UGX	125,000USD
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**STRATEGIC GOAL THREE: To promote sexuality education and Sexual Reproductive Health and Rights (SRHR) among young people.**

Despite the efforts that have been put forward in promoting Sexual Reproductive Health and Rights among the adolescents and young generation. The adolescents and youth of Uganda continue to be vulnerable, ACOYDE has developed a programme where young people have to come up and share experiences, learn and be trained by the advocates/ambassadors on sex education, sexual Rights and other related health issues. ACOYDE strongly believes that if the

youth are empowered to participate at various leadership levels in the community, then the resulting powers, plans, developments and budgets would favor and strengthen youth empowerment process in relation to accessing sexual reproductive Health in Uganda.

Adolescents and young people represent the future of every society. Better education and public health measures can be hugely beneficial to their health and development (Lancet, 2012). For most adolescents and young people, this period of their lives is a time of enormous vibrancy, discovery, innovation and hope. Adolescence is also the time when puberty takes place, when many young people initiate their first romantic and sexual relationships, when risk-taking is heightened and ‘fitting in’ with peers becomes very important. It can also be a challenging time for young people, who are becoming aware of their sexual and reproductive rights and needs, and who rely on their families, peers, schools and health service providers for affirmation, advice, information and the skills to navigate the sometimes-difficult transition to adulthood. This transition may catalyze a range of challenges including HIV infection, other sexually transmitted infections (STIs), unintended pregnancy, low education attainment or dropping out of education and training. These problems relating to physical health and other non-health issues may also be associated with a set of psycho-social problems that can impact negatively on the development and welfare of young people, particularly for young women. While boys and young men gain rights and social power in this transition to adulthood, in contrast, girls and young women growing up in many societies lose their rights and struggle to build the assets they need for later life.

To ensure there is better comprehensive sexuality Education and sexual reproductive Health (SRHR) for young people.

- ACOYDE will advocate for gender responsive budgeting’s that will improve the health and youth friendly services.
- ACOYDE will track the regional and country progress in the SDG3,4,5 and 17.
- ACOYDE will advocate for the effective implementation of the sexuality education framework and SRHR for teachers, health workers and social workers.
- Work towards reducing the number of adolescent’s girls and young people to access friendly SRH services including HIV/Equitable acceptable and effective.

- Advocate for better health service policies that will enforce legislation on gender in accordance with Maputo protocol 2014 and beyond, ICPD 25 and beyond, Abuja declaration.
- Creating awareness about CSE and access to services for young people.
- Through mobilization of key stakeholders towards agenda in support of positive.
- Documentation, knowledge, and learning
- Foster partnerships and stakeholder engagements

Resources needed	380,000,000 UGX	105,555 USD
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**STRATEGIC GOAL FOUR: To promote social-economic skills through entrepreneurship training and financial literacy knowledge.**

To generate a platform for the young people in the region who are involved in the entrepreneurship process and those willing to be job creators. To create a complete support structure tool for the youth and adolescents, to secure place that provides a much-needed socialization space by creating social cohesion where young people come together to share their experiences leading to social awareness.

To ensure the youth involved in entrepreneurship are protected, able to enhance gender equity by helping young women and men. ACOYDE plans to engage the youth in community sensitization about creativity and innovations so, that they can learn from other experienced youth. Trainings on innovation management, income generation activities, helping them to make informed decisions. Trainings in the livelihood skills and helping them start off on the path up to financial independence. To generate a policy where young mentors are able to mentor fellow young people involved in the same business and those willing to start businesses in the same category.

Resources needed	480,000,000 UGX	133,333USD
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**STRATEGIC GOAL FIVE: To promote gender and climate change justice through awareness creation and promotion of green based technologies.**

The unprecedented global health crisis we are facing is affecting all parts of society and changing lives and livelihoods. In all types of crises and times of need, from climate change to armed conflict or political unrest, as young people and youth-led organization we have been quick to take action and respond to the needs of others. While attention is currently focused on those most immediately affected by the virus, In Uganda, there are many indications that the Climate Change will have long-lasting social, cultural, economic, political and multidimensional impacts on the whole of societies, including young people.

In order to promote gender and climate change justice ACOYDE will:

- ACOYDE will focus on teach Climate Justice among young people
- Advocate for environmental, social and biodegradable products
- Use digital technology and media to create awareness
- Advocate for equal, representations, participation by women and girls in the climate change agenda and negotiations
- ACOYDE will mobilize and coordinate more girls and women in climate change agenda activities.
- Link human rights and development to achieve a human-centered approach in managing climate change issues.

Resources needed	296,000,000 UGX	82,222 USD
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**STRATEGIC GOAL SIX: To improve ACOYDE’S coordination, communication, and joint efforts among the youth organization and stakeholders.**

Although Ugandan adolescents and youth populace continues to rise, the number is not influential in any way at all levels, from grass root to national level. ACOYDE believes can provide a significant role in helping coordinate, associate and partner with other organizations. ACOYDE will lead a move in developing a strategy. This strategy will help in identifying,

mapping and profiling partners, stakeholders, and adolescents and youth organisations to contribute in the activities and developmental processes of this country at all levels to come together to interact, learn, connect, communicate, inform, and ideate and discuss developmental issues.

Resources needed	60,000,000 UGX	18,333 USD
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**STRATEGIC GOAL SEVEN: To improve ACOYDE institution at office level, national and International.**

ACOYDE will build a sustainable, competitive workforce and organizational structure to best achieve its goals by focusing on;

- Establishing a strong attraction, recruitment and retention policies and procedures, to ensure the best possible future team and working environment is achieved, by July 2027.
- Implementing an effective organizational structure, by June 2027.

We will;

- Develop a process to measure staff satisfaction, retention and application processes.
- Identify and document measures of success
- Review the scope of programs.
- Identify areas for investing and divesting.
- Identify and develop required process for administering programs and operations.
- Developing the organizational structure to support the process and objectives.
- Identifying skills and competency gaps of staff.
- Develop plan for recruitment or skills development to fill gaps.
- ACOYDE will develop the strong gender mainstreaming structure

ACOYDE will connect with community partners and services in the region in which we operate by focusing on demonstrating on collaborative approach with our key partners in the youth and community services sectors

- We will identify additional key strategic partners for collaboration.
- Develop a plan to establish a collaborative approach.



- Maintain and strengthen existing partnerships

By connecting with community partners ACOYDE will have established strong long-term strategic relationships with key partners. Connect our team with resources to provide a sustainable, leading edge services by focusing on innovative practices and skills while supporting and enabling growth in these young people we work with by December 2024.

Resources needed	220,000,000 UGX	61,111 USD
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We will develop strategies and explore opportunities for initiating Sector Practice Forums, conducted annually at ACOYDE offices, which will highlight leading edge practice and excellence in service delivery.

We will develop and implement high profile training programs and implement subscription based on a bimonthly journal for staff and community.

ACOYDEs strategic plan is to develop its institution at office level in the following ways; ACOYDE will establish an internal management system that will be implemented fully in the next five years.

## **11. PROGRAMME IMPLEMENTATION**

Under the 2020-2024 ACOYDE’s strategic plan, the secretariat will primarily focus on programming while expanding its implementation role to its area of operation, its member organization, local and international organizations. It will consult and lobby widely with many partners, beneficiaries’, the community, the adolescents, youth, the religious leaders, youth leaders and other stake holders to measure its impact in the community where it operates.

## **12. THE ORGANIZATIONAL STRUCTURE**

ACOYDE to implement its programmes will rely on a streamlined administration structure that will be implemented efficiently, as we deliver high quality and well-organized programming. The main elements of the administrative structure will include the annual general assembly, executive Board and the Secretariat.

### **The Annual General Assembly (AGM)**

The AGM is the supreme Governing body of ACOYDE and it comprises of all the registered and paid up members of the organization and ACOYDE representatives. The AGM is to consider, adopt, discuss, and elect leaders of the executive Board as per the election mandate of the constitution. Emergency AGM meetings will be called as pressing matter arise within 14 days notice to members. The secretariat will be responsible of organizing the AGM.

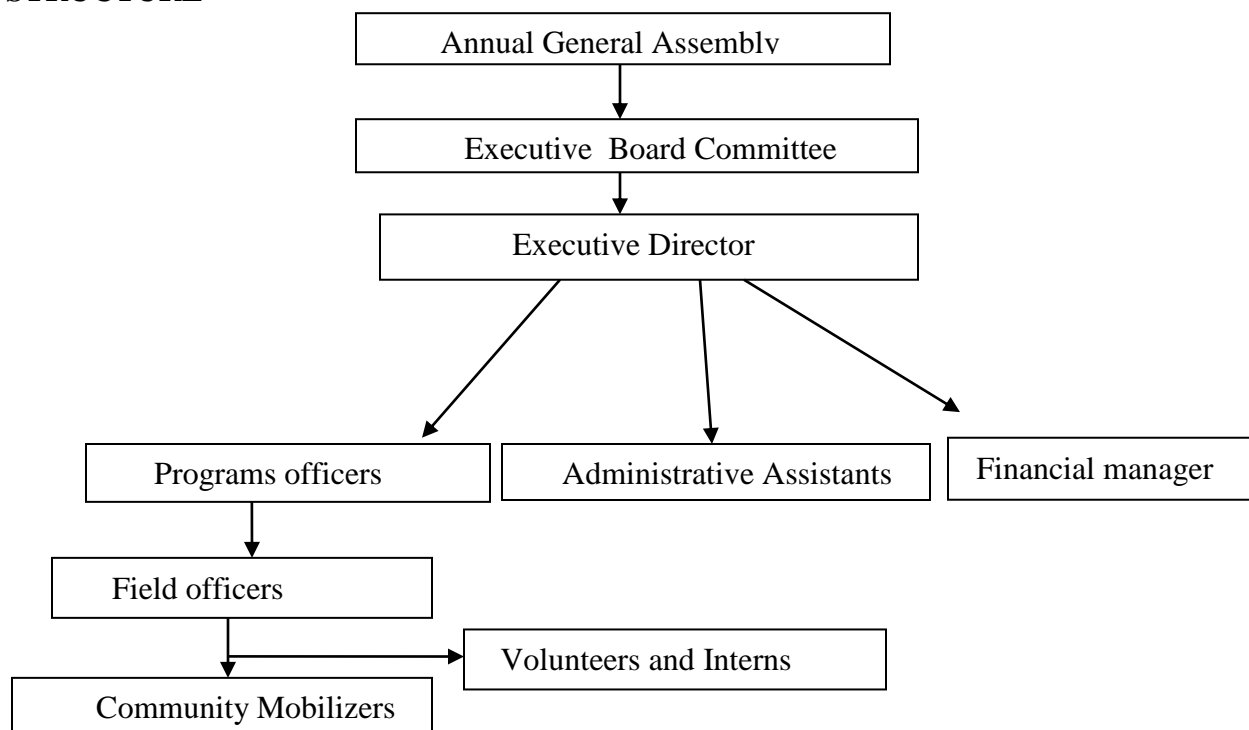
#### **i) Executive committee**

The executive board committee is the body at ACOYDE that is elected democratically by the Annual General Assembly. The EC is assigned roles and responsibilities of ensuring that ACOYDE secretariat adheres to the constitution, it takes critical decisions to meet the quorum for registered members and helps the secretariat in implementing the activities.

#### **ii) The secretariat**

ACOYDE has established the secretariat headed by the Executive director, staff and volunteers. The secretariat will coordinate the day to day running of programme as well as other specific projects coordinated at the secretariat.

### **ACTION FOR YOUTH DEVELOPMENT UGANDA (ACOYDE) ORGANIZATIONAL STRUCTURE**



The above organizational structure was captured by the last executive board members meeting. We hope this will improve on the development of ACOYDE as an institution in terms of building strong management structure for the growing organization. During the 2022-2027 period of operation ACOYDE will adjust its staffing where necessary.

### **13. ACOYDE'S RELATIONSHIP WITH ITS MEMBERS AND PARTNERS**

To enhance ACOYDE' and its members have a specific goal for each other. ACOYDE will design a membership and partnership policy that clarifies the obligation of ACOYDE and its members towards each other. A membership and partnership policy should minimize unmet needs and expectations between ACOYDE and its members.

### **14. MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING ARRANGEMENTS**

ACOYDE will ensure that that a comprehensive monitoring, evaluation and learning framework is developed for this strategy. The framework will be used as a guide to monitor and evaluate the strategy. The performance indicators of the strategy will be tracked throughout the implementation of the strategy in five years. Documentation of achievements and lessons learned will as well be done throughout the implementation of the strategy.