



Strategic Plan 2020-2024

2020

Letter to Our Friends, Allies and Partners

Dear friends of Coalition for Action on 1325

Meet our organisation, Coalition for Action on 1325 (CoACT). We are the only registered alliance of women's organisations in Uganda coordinating civil society efforts to implement, monitor and report on the implementation of the women, peace and security agenda in Uganda. We bring a fierce, longstanding commitment to women, peace and security. We believe that peacebuilding work is long term, and that it is not a project, an activity or event and we are committed for the long haul. Our organisation is a place which feeds the mind, the body and soul and where the struggle for meaningful peace at individual, community, national regional and global levels remain a goal. We fiercely and unapologetically promote the rights and dignity of every human and especially of women and girls. We fiercely promote and protect the rights and wellbeing of women and girls; most of whom are excluded, marginalised and exploited because of their gender, and when they choose to take up leadership and speak out, they become a target of all kinds of violations and abuse.

We are effective risk takers, we love what

we do and we work each minute, every day, to put a smile on the faces of women and girls in our target communities. It is not just any smile- it is a special kind of smile where we hold on to the fact that every human being matters as a principle; that it is not just every human being, but every moment; everything we do that matters. This is the core of our work.

We are proud to present our strategic framework as a vessel which will carry our dreams forward. The plan is based on months of consultations, research, dialogue and negotiation. The framework was shaped by the insights of many women whose voices and ambitions have guided us, and will continue to play a central role as we move forward. Women as individuals and as women's peacebuilding organisations have made it clear that they want to drive the change, to be more than just members and beneficiaries; they believe their input is critical in the development of programs, policies, and decisions that affect them. Above all, they are demanding the right to shape the future they want.

As staff and governance board, we are the main implementers but at the same time, the owners and beneficiaries of this plan

because the women that we work with are not different from us; we live in the same marginalizing communities, we experience the same hardships and discrimination, our participation in public processes is often hindered by the same inhibitors, but some of them give us hope by organizing and building the same movement that we are part of. We are here to give back. Through doing bit by bit, the best that we can, and learning on the job, our Organisation is growing with all the vitality, dynamics, and energy needed to support the communities we serve. And we are growing with these communities.

We are embarking on this new strategic plan with our eyes wide open, ears to the ground and hearts on fire. We are not surrendering or leaving behind our resilience or resistance; they are all here, in this strategic framework. We are also doing this plan at the time when civic space is shrinking, when donor funds are shrinking, and yet violence is increasing in our country and disproportionately affecting women's bodies, mind and soul. Whenever violence breaks out women have a lot to lose, it could be their life, their son or daughter's life, their father's or brother's life or the life of the father of their children. Women are affected either way. And so they must fight hard to find innovative ways of resolving conflicts. We recognize, like the UN has done over the last 20 years, that women are not passive

participants in a conflict. They are active, they are combatants, they feed fighters on either side, they provide information, they shelter fighters and so on. But we also know many have to run, to stay in camps for long periods, feeding their families, ensuring their small children do not lose hope. Women sustain communities in any conflict. We therefore strongly believe without apology that women must participate in peace processes at every level, from the grassroots track 3 processes to the highest track 1 process. Our work over the next five years will therefore continue to grow a critical mass of women and girls in peacebuilding, in mediation, in peace negotiation, in peace education, and amplify their voice and agency, increase their capacity to sit at the decision making table and take leadership in shaping peace agreements and the policy agenda, in building and sustaining peace and in spearheading development.

The strategic plan focuses on the following areas:

- **Increased women's leadership and visibility in decision making and peace processes**
- **Increased meaningful participation of the youth in decision making and peacebuilding processes**
- **Increasing capacity of Local Governments to design and effectively implement**

accountability frameworks that address conflicts and issues that undermine the participation of women in decision making and in peace processes.

- **Effective systems and structures that create an enabling environment within CoACT for successful implementation of programmes**

This is a huge agenda that will involve forging new alliances between and with allies from local to national, regional and global levels. Our work is anchored by the following strategies; Localizing Resolution 1325, movement building; creating brave spaces; alliance building; skills training; networking, bridging the local, national and global, and taking strategic political action at key moments.

We have a vision and we are willing to take whatever action the context allows to make the vision real. We will take what we have, and not just do the best we can with it but go further, expand and achieve high impact. As we do this, we will continue

to learn, share knowledge, catalyse innovation, and mobilise others across the country and the continent.

We are convinced that a small number of women, acting locally and using creative approaches can make a difference. We therefore invite you to invest in our work so that collectively we work to ensure that women are leading the way towards meaningful and sustainable peace across the globe.

We look forward to a fruitful collaboration and partnership.

CoACT Board and Staff

Introduction

Who is CoACT? CoACT was born in 2014, founded in a strategic planning meeting of women peacebuilders from different regions of the country who had been working together in a loose coalition to annually monitor the implementation of resolution 1325. Like many in the women's movement, CoACT's establishment was not without challenges. It takes a lot to build trust, to have the capacity to recruit and pay staff. During the first three years, CoACT depended on volunteers. The Team of volunteers was determined not only to exist but to thrive, as an organisation coordinating civil society efforts to ensure effective design and implementation of the Uganda National Action Plan (NAP) on Resolution 1325. We were determined to break new ground, to work smart, and to utilize the existing women, peace and security (WPS) frameworks at the global, regional and national levels to ensure that the intentions of Resolution 1325 became a reality for the women and girls of Uganda. We understood from the beginning that to increase our impact, we needed to work well with government institutions including Local Governments and existing community structures for sustainability.

CoACT on a mission. CoACT has been on a mission to transform peace building in Uganda making it more inclusive and

gender responsive, affirming the role of women in keeping families, communities and the country peaceful, and contributing to peacebuilding at regional and global levels. We have trained women and girls to take up their place and lead peace efforts at the local level, we have trained Local Government officials to appreciate the importance of women's participation so they help remove the barriers and hindrances to women's participation in decision making at the local level, including in conflict prevention and resolution. We have worked with women and girls to build alliances in schools and colleges. We have engaged the police and military leaders to transform attitudes and behaviours within their institutions to promote gender equality so that more could choose a career in security sector institutions and increase human security. We have formed partnerships with other CSOs and joined formidable and high impact global networks of women peacebuilders including the International Civil Society Action Network (ICAN), the Global Network of Women Peacebuilders (GNWP) and the Women Waging Peace Network (WPP).

Growth: We are no longer a small organisation. Our function as a crucible of women peacebuilders is now well

known and appreciated in civil society and governments in Uganda and beyond. We will continue to learn from the best in the global Women, Peace and Security (WPS) environment, be more innovative in our approaches and methodologies, as we create new models of building peace, growing our programmes to reach more women and girls. We will increase engagement with young women and young men, we will reach girls and boys in schools and colleges and spread peace education across the spectrum. While we are bursting with energy, we are alive to the challenges we face especially noting that peacebuilding work does not bring about impact overnight. We will continue to raise resources for our work from organisations and institutions that believe in us and share similar values.

We have built a community of peacebuilders, women and youth mediators, activists, leaders, facilitators and feminist thinkers to support us in searching, visioning, dreaming, daring, communicating and doing. We have built a diverse and inclusive alliance with a broader group of stakeholders who have joined in our mission of increasing social capital for women peacebuilders. We have become a great resource at national and regional levels and continue to be sought after at the global level. While gender inequality, violence against women and girls, and a wide range of conflict issues are deepening, while refugees (majority

of whom are women and children) continue to stream through our borders, it is impressive to see just how much we have contributed to growing capacities for peacebuilding for individuals, women-led and youth led organisations, and government institutions in the ways we set out to do it- very tangible ways. We are proud of what we have achieved.

CoACT 2015-2019: The Journey

At inception our goal was to develop high-impact strategic options in peacebuilding and strengthen the broad competencies of women, women-led organisations and Local Governments to design and implement programmes that increase peace and human security and make a difference within the communities they serve, especially women and girls. We have done this and we have also contributed through knowledge generation in the design and implementation of accountability frameworks for the implementation of Resolution 1325. Since then, our direction has solidified- staff, programs, membership and funding have increased. We feel blessed and are thankful to all partners that have walked this journey with us.

There are the key lessons that we have learnt:

- i. Comprehensive well-being of the individual and teams is a fundamental right especially

- because peacebuilding work and activism deplete energy.
- ii. Listening to silenced voice, the silenced person, the silenced position, the silenced idea is core to successful peace work. Unless all people feel heard, we cannot talk of participation.
 - iii. Respecting beneficiaries and partners of our programmes. This not only enhances ownership, support and sustainability but also creates and builds for us new friendships and allies.

The vision of next Strategic Programme

This new strategic programme, emerging from months of reviews, evaluations and consultations with women, women’s organisations, local government leaders across the country , and our funding partners, is different from the previous strategic programme as it recognises and articulates a unique moment in time for the organisation, its members and partners.

This is a moment to:

- Build on the work already done, to deepen understanding and appreciation of peace and human security reaching more women and girls and making sure they feel supported and able to claim some rights,
- Integrating the women, peace and security (WPS) agenda with the youth peace and security (YPS) agenda to benefit from the many aspects of intersectionality the two agendas bring to each other,
- Work collaboratively strengthening women’s leadership for WPS and YPS nationwide and globally,
- Forster critical connections and alliances at national level as we make our mark on the National NAP Steering Committee, the NAP Technical Committee and general implementation of the WPS agenda in Uganda,
- Boost digital and social media strategies and application to extend our reach and increase our internet presence and impact,
- Increase both the scope and quality of our programmes and outreach given the long list of conflict issues affecting women, girls, families and communities and the many and varied hindrances to women’s participation.

Our context

The Global Context

Women's participation in Peace Processes

At the global level, there is renewed interest in the participation of women, including young women, in decision making, in governance, in peace processes, in countering violent extremism, and in combating negative impacts of natural and human made disasters and pandemics. This momentum has caught on as the findings and recommendations of the 2015 global study of the implementation of Resolution 1325 on women, peace and security are internalised. It is now accepted that not involving women and youth is not only a denial of human rights but missing an opportunity. Conflicts around the world are on the rise. A number of Western nations including Canada, the United Kingdom, Sweden, Norway and Finland have established agencies responsible for monitoring implementation of the WPS agenda. Some have established funds for WPS. Canada has a full ambassador for WPS. The October meetings of the UN Security Council are steadily becoming more inclusive with the Security Council inviting civil society to make presentations, and many countries and agencies are participating in bilateral meetings at the sidelines of the Security Council meetings. This is important for the agenda.

The formation of Women Mediators Networks across the regions of the world, and the existence of networks of women-led civil society networks doing peace also present opportunity for engagement, for shared learning, and access to new tools and resources.

In spite of all this, women continue to be largely excluded from negotiating peace. Between 1992 and 2018, women constituted 13 per cent of negotiators, 3 per cent of mediators and only 4 per cent of signatories in major peace processes tracked by the Council on Foreign Relations¹. Women's direct participation in peace negotiations increases the sustainability and the quality of peace. A study investigating 82 peace agreements in 42 armed conflicts between 1989 and 2011 found that peace agreements with women signatories are associated with durable peace. The same study found that peace agreements in which women are signatories show a higher number of provisions aimed at political reform and have a higher implementation rate of these provisions. Another study based on an analysis of 98 peace agreements across 55 countries between 2000 and 2016 found that peace agreements are more likely

¹ The data come from the Council on Foreign Relations (accessed on 23 October 2019). Women's Participation in Peace Processes

to have gender provisions when women participate in track 1 or 2 peace processes. Women civil society groups play critical roles in peace processes. Particularly, strong linkages and collaboration between diverse women groups (women delegates, women CSO groups and local women activists) are crucial for the inclusion of provisions that address social inequalities, especially gender inequality, and inequitable development.

While gender-sensitive language in peace agreements is critical to setting a foundation for gender-inclusion during the peacebuilding phase, the vast majority of peace agreements do not explicitly address gender equality or the rights of women. Between 1990 and the end of 2018, only 353 of 1,789 agreements (19.7%) related to more than 150 peace processes included provisions addressing women, girls or gender. In 2018, out of 52 agreements across a range of issues only 4 (7.7%) contained gender-related provisions, down from 39% in 2015. Even where agreements have included specific gender provisions, implementation has proven difficult. For instance, the Final Agreement for Ending the Conflict and Building a Stable and Lasting Peace signed in Colombia in 2016 to end armed conflict between the government and the Revolutionary Armed Forces of Colombia is heralded as an inclusive and gender-responsive model. However, analyses of the agreement's 130 gender provisions,

including those centred on gender equality and women's rights, showed that as of June 2018, 51% of these provisions had not yet been initiated.

The Global Study on the Implementation of UN Security Council resolution 1325 put forward a set of recommendations for action to enhance women's meaningful participation in all aspects of peace negotiations and peace processes. In 2018, UN Women hosted an Expert Group Meeting on women's meaningful participation in negotiating peace and the implementation of peace agreements. The report of the meeting examines the concept of meaningful participation and includes a menu of actions for relevant actors and recommendations that reflect on nearly 20 years of implementation of the women, peace, and security agenda.

Women's rights to resources and gender equality in humanitarian action

In 2019, while almost 132 million people needed/sought humanitarian aid and protection, an estimated 35 million women, young women and girls required interventions to prevent gender-based violence and respond to the needs of survivors. By the end of 2019 on 28% of humanitarian briefs articulated the differential impact faced by women, men, girls and boys in crises as well as the underlying factors affecting vulnerability.

Refugee girls at secondary level are only half as likely to enroll in school as boys. Rates of early, forced and child marriage increase in conflict and humanitarian settings. Research found that 9 of the 10 countries considered to be in fragile contexts have the highest rates of child marriage. New data looking at 187 countries show that nearly 40% of such countries limit women's property rights and nearly 30% restrict women's freedom of movement, increasing women's vulnerability generally, but particularly in conflict-affected settings.

Governance and women's political participation

As of January 2019, women served as Head of State or Government in 19 countries, including in two post-conflict countries of Ethiopia and Serbia. The global average of women ministers is 20.7 % compared to 18.3% in conflict and post conflict countries. As of January 2019, only 24.3% of parliamentary seats globally were held by women. For conflict and post-conflict countries, this ratio is even worse, at just 19%. Gender quotas and other temporary special measures are effective tools to remedy this challenge. In conflict and post-conflict countries with legislated gender quotas, the share of women in parliament is more than twice that of those countries without (averaging 24.3% compared to 10.6). As of May 2019, in 103 countries with data, women's representation in

elected bodies varied from less than 1 % to gender balance at 50%, with a median of 26%. By comparison, the median is lower at 19 % for 21 conflict and post-conflict countries with data. The need for interventions to increase women's participation in governance and politics in conflict affected countries, therefore cannot be overemphasized.

The Regional Context

The African Union (AU) has adopted the issues of peace and security and gender equality as part of its social transformation agenda on the continent and has shown its commitment to the issues of peace and security and gender equality through the creation of various structures and the adoption of legal instruments to push through its agenda. National Governments hold the primary responsibility for advancing the WPS Agenda. As of February 2020, 86 (41%) countries globally had national action plans on women, peace and security, of which 24 are from Africa.

The African Union was the first intergovernmental body to appoint a Special Envoy on Women, Peace and Security to "ensure that the voices of women and the vulnerable are heard much more clearly in peacebuilding and in conflict resolution".The AU has developed a Continental Results framework for WPS to ensure effective assessment of and reporting on the delivery of commitments

on WPS. Some countries have integrated the women, peace and security agenda in local and community development plans and policies. In 2018 IGAD launched the Regional Action Plan for the implementation, of UNSCR 1325

The National Context

Uganda faces security threats from conflicts in neighboring countries particularly Somalia, South Sudan, Democratic Republic of Congo, Burundi, and Rwanda. According to records of UN OCHA, as of November 2019 2020, Uganda was host over **1.4 million refugees** and it is predicted this number could grow up to 1.8 million by the end of 2020, according to UNHCR. This makes Uganda the third largest refugee hosting country in the world after Syria and Turkey. Approximately 74 % of all refugees are from South Sudan. The influx of refugees leads to conflicts between refugees and host communities over resources- firewood, land, water and environmental degradation in the over 12 hosting districts. The daily negotiation for firewood triggers hostilities, tensions and perceptions of insecurity. There are also conflicts amongst refugee communities themselves especially the different ethnicities from South Sudan, Burundi

and Rwanda, in addition to increasing rates of HIV infection in districts that host refugees fueled by prostitution and sexual exploitation of vulnerable girls and women by the staff of the many international and national NGOs and their drivers. *They (staff of NGOs and Donor agencies) have a lot of money and they use to allure young girls into early sex and the result is HIV explosion in Yumbe district².* Being a country with porous borders, intermittent cross border conflicts leading to violent skirmishes and death between communities on either side of the boarder also occur.

Uganda's population currently stands at 32.9 million with women constituting 51%. The population is projected to be 40.6 million by 2017 at 3.2% population growth rate. In addition, the population is very young with 51.6% below the age of 15 and 56.1% below 18 years³. 12% of children are orphans and 1.1 million households have at least one orphan. This presents a high degree of dependency. For every 100 persons in the working age group (15-64 years), there are 117 dependant persons.⁴ This situation creates and sustains the poverty cycle. The unemployment and underemployment rates are high at 4.2% and 3.5% respectively. More than half of

2 Key informant interviews with LCV, District Speaker, Assistant District Health officer, Sub county chief Ariwa and CDO Kululu Sub County.

3 UBOS, Population projections of Uganda 2003-2007

4 UBOS, Uganda National Household Survey 2009/2010, November 2010.

children are economically active, 26% are child labourers, and 38% of children aged 1-17 years are vulnerable⁵.

Locally, the country has recurrent episodes of community conflicts due to land wrangles, gender based violence, increasing sexual violence and particularly defilement and incest, increasing domestic violence, in addition to violent extremism in the Rwenzori, Central and Eastern regions. Inter-ethnic conflicts persist especially in the Rwenzori and North-Eastern regions. Increasingly, election related conflicts across the country occur in each general election with violence hot spots noted in major urban areas including Kampala, Arua, Rukungiri, Kasese, Masaka, Luwero, Jinja and Mbale. Negative impacts of climate change including long periods of drought, flooding, and mudslides that continue to take the lives of Ugandans and adversely affect communities especially the security women and girls.

The existence of huge numbers of unemployed youth is also a security challenge. During UN Women led regional consultations on WPS, all regions reported the increasing alcohol and substance abuse among unemployed young men that leads to mental health issues, abuse of family members, and escalation of sexual violence in communities. Such behavior gets worse during the election campaign

periods when many idle youths become easily manipulated by opportunistic politicians who recruit them into gangs and militias to terrorise their political opponents.

At every level, women are disproportionately affected by conflict situations at home, at the work place and in communities. According to the Uganda Gender Policy, Government commits to implement the following strategies to improve the situation of women, peace and security.

- a. Ensure gender mainstreaming in peace building and peace keeping operations;
- b. Create a favourable work environment for women in the security and defence forces;
- c. Mainstream gender in identification, prevention and management of disasters;
- d. Promote gender responsive food security mechanisms;
- e. Ensure the continuity of family and community life during times of disaster or emergencies;
- f. Mainstream gender into humanitarian assistance operations;
- g. Promote a government –led multi-

5 Ibid

sectoral approach to GBV prevention and response;

- h. Develop child friendly GBV prevention and response services;
- i. Build capacity of communities in conflict resolution and peace building;
- j. Promote economic empowerment of the labour force to reduce poverty driven crime.

3. Opportunities for the new strategic programme

During the next five years, CoACT looks to take advantage of the opportunities that exists, specifically the following:

1. **The 2021 General elections** present opportunity for galvanizing the youth, particularly young women, to become guardians of peace during and after general elections.
2. The establishment of the **National NAP Steering Committee** and the **National NAP Technical Committee** of which we are part will provide opportunities for learning as well as building new connections and partnerships with Ministries, Departments and Agencies (MDAs) and opening doors to Sector Working Groups.
3. The outcomes and outputs of **the New NAP III** will guide much of what we do.
4. The African Union continental results framework for monitoring progress of the implementation of the NAP should be an entry point for CoACT to partner with others at regional level.
5. Being a Coalition that has committed members in different regions of the country gives us mileage as we expand programmes and geographical scope.
6. We work well with a wide range of government institutions including Local Governments, and we will continue to nurture these partnerships and build new ones as opportunities arise.
7. There is a growing number of donor agencies and bilateral agencies that are interested in funding WPS work, coalitions and consortia. We will be strategic in approaching new funds even as we work to consolidate partnerships with our existing funders.
8. A dominantly young population (75% of population is under 35) provides an opportunity for growing a critical mass of young peace champions as we expand into the **Youth Peace and Security agenda**.
9. The existence of CEWERU and their readiness to work with peacebuilding organisations provides an opportunity as we seek to support establishment of Peace Committees and growing capacities of a critical mass of women mediators
10. Strengthening engagement with international women peacebuilding networks and increasing our visibility

and impact within the Women in Security Leadership (WASL), Global Network of Women Peacebuilders (GNWP), International Civil Society Action Network (ICAN), Women Waging Peace Network (WPP) and the Global Alliance of Women Mediators especially Women Mediators Across the Commonwealth Network and FEMWISE Africa with which we can affiliate.

4. Who We Are

4.1 Our Goal, Our Vision, Our Mission

Our long term goal is to enhance gender equity, justice and inclusive political and socioeconomic development for sustainable peace. We desire for women's voices and agency to be amplified and included in all key decision making spaces including peace processes ultimately resulting in social, political and economic development of women and whole populations. We aspire to ensure women powerfully, positively and consistently influencing decisions to prevent and resolve conflict and securing meaningful peace.

Our Vision and Mission

We envision a peaceful world where women and girls realise their full potential.

Our mission is to inspire women's leadership, amplify their voices and coordinate civil society action in building and sustaining peace in Uganda.

To achieve our mission, we will build women's leadership, we will deepen the understanding and appreciation of civil society organisations and government institutions for effective implementation of programmes and policies that bring about social justice, peace and security for all. We will remain locally rooted, while

connected and influencing globally.

The organization we need to achieve our mission

A vibrant, well-resourced women-led organization mobilizing, engaging, participating, and, influencing policies, programmes, attitudes and practices at the local, national, regional and global levels for sustainable peace.

4.2 Our Objectives

- 1) To promote women's access to power and decision making spaces in all sectors and at all levels
- 2) To promote women's leadership in conflict prevention, conflict resolution and all peace building processes at the local and national levels
- 3) To substantially contribute to the elimination of all forms and manner of oppression of women and girls, including violence against women and girls and women's lack of access to productive resources through high impact transformative strategies
- 4) To substantially contribute to national, regional and global recognition of the role of women peacebuilders.

4.3 Our Values

We believe in: We are committed to what we do and what we believe in. Our loyalty to our work and our values motivate our actions

Honesty We are open and truthful in all we do and we do not tolerate any form of dishonesty

Accountability We hold ourselves accountable to the highest standard of ethical behavior and responsibility in our actions and in what we speak and have zero tolerance for corruption

Justice We hold dear the principle of impartiality in our operations and relations and abhor any form of injustice

Equality We treat all persons with fairness and we do not tolerate any form of discrimination

Respect We respect each other's views and contributions. We believe that each individual is uniquely endowed to contribute to the greater good.

Innovation We encourage innovation in our approaches. We believe in developing new models of good practice to enhance efficiency and effectiveness in our work.

Participation We value the participation of each one of us and our partners. We challenge ourselves and each other to be more effective participants in each space available to us

Diversity We value, respect and celebrate diversity in our organisation and organizing, in the women's movement and we endeavor to achieve unity within our coalition and with other like-minded organisations

4.4 Our Theory of Change

Our Theory of Change is informed by our context, and the experience and knowledge built over the years of working on issues of gender equality and women empowerment. Addressing issues that affect women's effective participation in leadership and peace processes and the manifestations of these issues requires us to go beyond training women in

leadership and peacebuilding to include advocacy aimed at changing attitudes, cultures and traditional norms, practices and behaviours, and influencing processes that form the basis of discrimination and marginalization of women in Uganda and in the world.

Based on the assumption that public appreciation of women's active participation in decision making (including in politics and in the security sector) and the integration of gender responsive decision making across sectors would lead to the prevention and resolution of conflict, the protection and promotion of the rights of women, sustainable peace and equitable development. The most gender sensitive countries in the world are also on record as the most peaceful. We believe that women can rise up in huge numbers and effectively influence the governance agenda in this country if they are mobilized and supported to use their individual and collective power and knowledge to confront power relations that perpetuate patriarchy, conflict and vulnerability and build resilience to advocate for their rights, and expand spaces for civic engagement in decisions that affect them. Mobilising and connecting women's agency through human rights and peace education, targeted training, mentoring of young women and giving them space to grow their leadership competencies, create and implement peacebuilding interventions that cause change in their institutions of

learning and communities; and creating rights awareness, generating pressure on policy makers and duty bearers, instilling self-belief and attitude change, citizens can become open minded, and committed to promoting gender equality in decision making, in promoting women in peacebuilding, and working towards sustainable peace and development.

2.5 Our Identity

The Coalition for Action on 1325 (CoACT) is registered in Uganda as non-governmental organisation. We are an alliance of women's organisations

women Community Based Organisations (CBOs) that promote gender equality and women empowerment, based in Kampala Uganda. CoACT was established in 2014 by members of a loose coalition that came together in 2010 to jointly monitor the implementation of Resolution 1325 in Uganda. The desire of the founders was to ensure civil society efforts in monitoring implementation of Resolution 1325 went beyond recommendations that would gather dust on shelves, but instead to coordinate joint advocacy and action to ensure the intentions of the resolutions on women, peace and security became a reality for Uganda' women. They were convinced that once women were part of the elective bodies, that as long as women remained grounded leaders promoting peace at community and national levels,

that they would influence and shape the governance agenda and make it more responsive and sensitive to women's development needs and concerns. Therefore, the direct beneficiaries of CoACT's programs are women who active in politics, in peacebuilding and in promoting women's rights at national and sub national levels. Today as the need to have more women prepared for active involvement in peacebuilding and governance grows, CoACT has expanded its target groups and communities in order to identify and tap into the potential of women in public service, young women (and gender sensitive young men) at university or other tertiary institutions, as well as girls and boys in schools. This is important for the growth of the organisation.

In the past five years CoACT has worked and continues to work towards increasing the numbers, quality, visibility and effectiveness of women in national and local level peace building processes and in positions of leadership and decision making. Since inception, CoACT has worked to grow peacebuilding and leadership competencies of women within her member organisations which has grown from the initial 27 to now standing at 45. Initially focusing on Acholi, Lango and Teso sub regions of Uganda, CoACT's programme coverage has expanded to include Rwenzori, West Nile and Nkore-Kigezi regions. CoACT has engaged in

various baseline studies, consultations across the country, and evaluations and has influenced the design process of the third National Action Plan on the Implementation of Resolution 1325 with 4 of her staff playing a facilitating role. Only five years since inception, CoACT is a member of the National Steering Committee for NAP, a member of the National NAP Technical Committee, and continues to play a consulting role with MGLSD and UN Women on the implementation of the women, peace and security (WPS) agenda.

2.6 Our Approach

2.6.1 A Focus on the right of women to actively participate and equally benefit from decision making processes

CoACT's work is centered on the role of women in conflict prevention, conflict resolution and promoting the right of women and girls to participate in decision making and peacebuilding processes. Women suffer inequalities in access to and control of production resources, in political participation, in cultural and religious institutions and in families and communities. Women are vulnerable when in ill health, and when they are pregnant or due to have a baby, and in conflict and post conflict areas of the country, women's vulnerability is multiplied. Women are disproportionately affected by conflict. Women and girl refugees are exploited

in many ways including sexually, and for labour. These violations of women at every level are due to power imbalances within households, communities and institutions. Women are subjected to harassment and abuse during electoral processes, whether as voters and as candidates, they are sexually violated as much by their partners and relatives as they are by strangers. Young girls are violated by their teachers, relatives, guardians, parents and family friends alike. Women also shoulder the burden of care and support at family and community level in times of conflict, often leaving them no room for self-care or participation in public fora.

We will build on the progress made during the first five years and focus on building and deepening understanding of gender issues in conflict and post conflict situations and the role of women peacebuilders, among staff, members, partners, supporters, rights holders and duty bearers, and that justice and development can only happen when issues that undermine peace and security are prevented, and the rights of women and poor people are protected, respected and fulfilled. We will invest in building leadership capacities of women for decision making and peacebuilding, and, changing attitudes and behaviors across gender, religion and political affiliation to work towards addressing structural, social and cultural issues of power and patriarchy that create obstacles to the realization of human rights and particularly for women's rights. We will support mobilization efforts, solidarity and movement building,

including working with men who protect and promote women's rights in the private and public spheres. We will work with women and girls to build their power to optimize their potential. We will expose boys and girls to peace education and grow young peace activists and promoters for they are the future of our country. And we work we remain non-partisan.

2.6.2 Deepening Partnerships

Studies show that it is injustice that breeds conflict. Aware of the difficulty in challenging unequal power and injustice and the limitations that might be encountered in fighting for justice across the board, we will focus on building and mobilizing a critical mass of women, men, girls and boy peace activists, supporters, partner organizations, and all other stakeholders through movements, coalitions, networks and alliances to magnify women's voice and agency to promote inclusion and sustainable peace

2.6.3. Working with young women and men

Uganda's population is more than 75% youth and minors and any change effort that does not involve them may not be sustained. The youth therefore will be a key constituency of CoACT's work during the implementation of CSP II. We will focus on building the capacity of the young men and women to challenge patriarchal and negative masculinities and instead

advocate for gender equality and respect of women's rights by enabling them acquire knowledge, confidence, advocacy and analytical skills, organize and run campaigns and support their local and national organizing, while linking them to the global movement for change. We believe that if mobilized and supported in building civic awareness and action, the young women and men can help shape a more democratic, equitable and sustainable society.

CEWIGO will therefore invest in working with young women and men, boys and girls to create an opportunity for raising issues of gender equality and power relations at an early age to prepare a generation that respects and protects the human rights of both women and men. In the communities where we work, we will continue to engage with community leaders, teachers, parents and allies to ensure the rights of children, especially girls are ensured, respected and protected. We will mobilize communities to challenge practices that create and sustain vulnerability of children especially girls in the community, the home and at school.

2.6.4. Participatory Approaches

Respect and promotion of gender equality and women's rights can only be achieved and sustained when those whose rights are denied are at the forefront of holding duty bearers accountable. We will use our

experience to support women and their organizations to continuously engage in advocacy for the respect of the rights of women and girls. We will apply gender analysis in all programmes of our work. We will mobilize women leaders to understand and build solidarity networks and caucuses and take action to change the condition of women in their constituencies. We will deepen participatory review and reflection processes in ways that enhance mutual accountability, learning, knowledge building and critical reflection of our own systems and methods of work.

2.6.5. Remain Locally Rooted but globally connected

To affectively address gender inequality in decision making and peace processes women require engagement with those who hold the power to make the decisions wherever they are located. We will continue to engage beyond Uganda's borders to link our efforts with individual peace activists and leaders, women's networks and institutions in the region and globally to amplify the voice and agency of women and increase the pressure for change. We will work with women's organizations and coalitions to build an evidence data base, create awareness, and mobilize all effort to challenge all forms of discrimination against women, and build and sustain women's resilience. We will deepen our partnership with the International Civil Society Action Network

(ICAN), the Global Network of Women Peacebuilders (GNWP), the Women Waging Peace network (WWP) and look to partner with new ones as we break new ground.

2.7 Challenges

There are many challenges with serious implications for CoACT's work and programming over the medium term. In order to remain focused on its core mission, CoACT is making a strategic choice to focus on addressing the following challenges:

- Continued negation of the role of women in peace processes, despite Uganda's experience
- Low numbers of women in decision making positions within security sector institutions
- Low implementation of the National Action Plan on UNSCR 1325 by District Local Governments due to lack of awareness, lack of knowledge, and lack of political will.
- Barriers in the private lives of women leaders such as domestic violence, lack of productive resources, lack of equity in marriages, impact on the quality and effectiveness of their leadership when holding political and other public offices.
- Lack of a consistent civic education programme leading to limited civic

space and consciousness for women and youth to engage and influence the electoral process.

- Social and cultural norms that impede the implementation of constitutional provisions on women's rights particularly on issues of sexual and gender based violence, and with reference to refugee communities
- Limited access to justice for sexual violence crimes – due to ignorance of the law and low implementation by District Local Governments
- Women's limited role in defining the national strategy on preventing and the countering violent extremism and the national peace policy.
- Economic constraints and their implications for the effectiveness of women in leadership
- Shrinking civil society space.

Meandering through and addressing the challenges will be part of what will inform CoACT's programming in the next five years. The rest of the Strategic Plan document therefore, outlines what CoACT's envisions to see change as a result of her interventions in the next five years and the strategies to be adopted in order to realize the desired change and impact.

3.0 Mission Priorities:

1. Strengthening civil society capacity for effective engagement with government

1. Localization of the implementation of Resolution 1325 +++ on Women, Peace and Security

1. Localising implementation of Resolution 1325 at the Local Government Level so they can develop accountability frameworks that increase women and youth's participation in governance, peace and development processes

Purpose of the program

The purpose of this program is to advocate for conditions that sustain women's peace and security as a pre-requisite for good governance. We will continue to build and strengthen institutions and CSOs/CBOs to develop and implement strategies that address

women's peace and security. Through various interventions initiated under this program, we will facilitate processes that strengthen institutional and community capacity to uphold, defend and fulfil women's rights including the right to live free of any form of violence and discrimination. Respect of women's right to peace and security is a fundamental human right that is absolutely essential for promoting and achieving good governance in Uganda.

In addition, we will monitor implementation of Uganda's National Action Plan (NAP) on Resolution 1325 and other selected commitments Uganda has made at national, regional and global levels for women's advancement and empowerment particularly in the area of decision making, peace and security. By implementing these interventions, we will complement Government's effort in the implementation of the women, peace and security agenda, SDGs 5 and 16⁶, CEDAW, Vision 2040, the NDP III and other national laws and policies⁷ that promote women's human rights.

6 SDG 5: Achieve gender equality and empower all women and girls

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

7 Uganda Gender Policy 2007, National GBV Policy 2016, Domestic Violence Act 2010, the 1995 Uganda

Result Area 1: *Strengthened capacity of institutions and organizations to implement, monitor and evaluate WPS Agenda*

Key outputs

- i. Increased number of District Local Governments with an approved high impact LAPs on women, peace and security
- ii. Increased levels of awareness, by gender, of the intentions of Resolution 1325 in the target districts
- iii. Increased public support for program interventions that promote women's peace and human security
- iv. Increased number of education institutions that integrate peace education in their teaching curricular
- v. Adoption of the monitoring recommendations by government of Uganda to improve the peace and security status of women and girls
- vi. Increased numbers of articles published in the print media that promote women, peace and security
- vii. Increased numbers of CSOs and CBOs in the target districts that integrate women, peace and security in their programming and interventions.

Key Actions

- i. Support District Local Governments to develop Local Action Plans to implement the Uganda NAP III
- ii. Raise public awareness on WPS agenda through skills and knowledge building, human rights training and women's rights fora to influence positive change in attitudes, behaviours and practices
- iii. Implement a peace education programme in at least 10 primary schools
- iv. Work with teachers and lecturers in education institutions to integrate WPS agenda in their teaching curricular
- v. Work with CoACT members and other partners to monitor performance on policies, action plans and compliance to international instruments that promote Women, peace and security
- vi. Support women's grassroots organisations to increase their advocacy capacity to influence decisions of district authorities to promote WPS
- vii. Training of journalists on gender and conflict sensitive reporting
- viii. Support target communities to engage with their leaders to demand for accountability for implementation of

WPS commitments

2. Women and Leadership Program (WLP)

1. Increasing the leadership and Voice of women in governance, peace and development processes

Program Purpose

The purpose of this program is to increase meaningful participation and leadership of women in decision making including in politics and governance, in the security sector, and in conflict prevention and conflict resolution and economic empowerment. Despite compelling evidence that more diversity in leadership positions increases organizational performance and sustainable peace, the participation of women in key leadership and decision making positions remains low in most organizations and government offices.

As Uganda holds the next general elections in 2021, we will identify and train women for effectiveness as leaders, legislators and people's representatives. We will build and sustain women's leadership to articulate and claim their right to peace and personal security and to advocate for the formulation and implementation of gender-responsive laws, policies and programmes that secure peace and

equitable development.

Results Area 2: Strengthened women's meaningful participation in decision making and peace processes to influence positive change at national and local levels.

Key Outputs

- i. Increased numbers of women involved in conflict prevention and conflict resolution processes at district and community level
- ii. Increased numbers of women involved in election violence prevention and conflict mediation at national levels
- iii. Increased participation of women, including young women, in district councils in target districts
- iv. Enhanced gender and conflict reporting in the public media

Key Actions

- i. Strengthen the capacity of women to effectively participate in electoral processes as candidates
- ii. Train women from target districts in conflict prevention and conflict resolution processes

- iii. Support the establishment of the Women's Situation Room for peaceful 2021 elections
- iv. Build and develop a new crop of young women peace ambassadors through trainings, exchange and mentorship programs
- v. Identify and train young women conflict mediators from target districts.
- vi. Develop and implement a multi-media campaign on prevention and protection of women and girls from GBV
- vii. Strengthen the capacity of journalists in gender and conflict sensitive reporting

3. Youth Action for Peace (YAP) Programme

Building peace in Uganda through youth inclusion to promote human rights, governance and peace.

Purpose of the Program

The purpose of this program is to increase meaningful participation of youth in leadership, peacebuilding processes, electoral processes (including monitoring and observation) and entrepreneurship programs. UN Security Council Resolution

2250 on Youth, Peace and Security that was passed in December 2015 makes a clear recognition of positive contributions of youth to peace and sets an overall framework to support their efforts. Youths as a conceptual category are frequently 'misinterpreted' in the discourse on conflict. They are seen as potentially dangerous 'subjects' and policy approaches often regard them as 'a problem'. Often, male youths in the age group 16-30 have been observed as the main protagonists of criminal and political violence.

Whereas the positioning of youth in society has a bearing on their leadership potential and their possible role in peacebuilding, there have not been deliberate efforts for youth inclusion in peacebuilding efforts. The tension between young and old has been one of the key features of inter-generational shifts pertaining to the control over power, resources and people. Failure to recognize youths as peace builders, political actors and decision makers, implies exclusion leading to violent extremism.

We recognise that Uganda has one of the youngest populations in the world. With this program, we grow the next generation of women and men peacebuilders with its three components: with the *Kids for Peace (KIPs)* component, we introduce young people in primary schools to peace education; the *Young Women's Peace Academy (YOPA)* enables us develop the

next generation of women peacebuilders, as mediators and peace keepers; and, the **Youth in Electoral Processes (YEP)** targets youth to promote peaceful elections as candidates, voters and election observers & monitors.

Over the next five years, we will identify, interest and train youth in leadership, political participation, conflict prevention, resolution and mediation to enhance their meaningful participation and contribution to sustainable peace.

Result Area 3. Increased leadership capacities, responsiveness and meaningful participation of young women, men, girls and boys in decision making and peace processes.

Key outputs

- i. Increased number of youth taking leadership to prevent and resolve conflicts at community level in target districts
- ii. Increased numbers of youth taking leadership in preventing and resolving election related violence at national and local levels.
- iii. Enhanced skills for youth in target districts to participate in electoral processes as voters, candidates, election observers and monitors.

- iv. Increased number of young women engaged in peacebuilding work including conflict prevention and mediation as **Young Peace Ambassadors Network**
- v. Increased numbers of Young women participating in the **Next Gen Women Mediators** programme
- vi. Increased numbers of children (boys and girls) participating in the **Kids 4 Peace Clubs**

Key Actions

- i. Train young girls and boys in peace education and establish Kids 4 Peace Clubs in primary and secondary schools in target districts
- ii. Train young women from target districts in peace building and implementation of the WPS agenda and establish the Young Peace Ambassadors Association.
- iii. Train a critical cadre of young women in conflict prevention and conflict resolution and establish the Next Generation of Women Mediators Network
- iv. Identify and train youth (male and female) in election observation and monitoring and deploy before, during and after the 2021 elections and

during by elections to counter election related violence

- v. Establish a youth election observatory at national level to maintain peace during the 2021 general elections.
- vi. Identify, mobilise and train youth (male and female) that have been nominated as candidates in readiness for the 2021 elections
- vii. Develop and implement a multi media campaign to promote peace before, during and after the 2021 general elections and by elections

4.0. Institutional Priorities 2020-2024

1.1 Financing the Strategic Plan

CoACT will need an adequate and sustainable resource base to fully implement the aspirations of the strategy for the period 2013-2017. The organization has been able to establish relationships with a number of donor partners over the years. All partners so far supported CoACT on project basis for short term periods of one or two years.

Results Area4: Raise the profile of CoACT with key audiences to increase financial support

Key Outputs for the five years

- i. Diversified income sources, products and donors leading to increased funding of our mission priorities
- ii. Improved accountability to our partners, beneficiaries and other stakeholders through improved programme quality, efficient communication and effective contracts management
- iii. Increased organizational visibility and profile through programme quality, effective networking and impact.

Key Actions

- i. Develop and implement an effective a resource mobilization strategy to clearly map out its resource needs for the next five years and develop an indicative overall costing plan covering both operational and investment costs,
- ii. Maintain current funding partners and build new relationships with potential funders through improved contract management, effective communication, timely and quality reporting; and ensuring value for money by promoting our work and our results,
- iii. Develop staff and partner capacity in fundraising through training in resource mobilisation, contracts management, procurement, development of quality proposals, and writing quality accountability reports that reflect value for money
- iv. Regularly conduct donor intelligence, dialogues and interactions to increase awareness of our programmes and build the organisations credibility and profile.

Results area 5: Capacity to mobilise resources for implementation of programmes enhanced.

Key Outputs

- i. Increased number of proposals submitted
- ii. Increased numbers and diversity of donors funding our strategic interventions
- iii. Increased resource envelope for our programmes

Key Actions

- i. Train all staff in resource mobilisation including issues identification, pre-proposal research, proposal writing, and report writing
- ii. Conceptualise and pilot a local giving income model based on lessons from similar organisations in Asia and South America
- iii. Build staff and partner capacity and confidence in articulating our theory of change and marketing of our programmes and best practices to the public.

4.2. Managing Finances

Improving management of our finances is critical to the realisation of the aspirations of Strategic Plan. Our efforts will be directed towards achieving value for money, improving relations with internal and external stakeholders and meeting accountability expectations. We will continue to strengthen our internal systems, policies and practices to build cost consciousness, improve contract management and improve reporting requirements.

Result Area 6: Improved financial management systems and policies that meet international standards

Key Outputs

- i. Updated Financial Management and Procedures manual that comply with internal and external requirements and obligations
- ii. Non-qualified audit reports each year

Key Actions

- i. Regularly review and update financial systems, policies and practices to achieve efficiency and effectiveness in the delivery of our strategy expectations and to respond to new changes;
- ii. Train all staff in financial management for non-finance executives

- iii. Invest in in house activity audits for sampled activities completed
- i. Train partners to produce timely and quality reports that meet other internal and external communication requirements; and
- ii. Support and improve the internal control environment by constantly undertaking risk assessment and mitigation and timely review and implementation of audit recommendations.

4.3 Building Human Resource and Organizational Capacity

CoACT's commitment to deepening gender equality and women's rights programming, measuring impact and responding to multiple accountabilities while maintaining awareness to the changing context will require a team with knowledge, skills, and motivation to deliver the organisation's mission. This will also require a review of the organizational structure, the culture, the systems, skills and competencies of staff. Basing on learning over the last five years, we will focus on capacity and address issues of staff recruitment, induction and retention.

In order to address the above organizational issues and ensure efficiency and effectiveness in the delivery of our mission II priorities, our focus will be to achieve the following objectives and

outcomes.

Results Area 7: A skilled and motivated workforce that is effective in delivering the aspirations of the strategy is recruited, motivated and retained.

Key Outputs

- i. Adequate, skilled and motivated staff with the right attitude to deliver on the organizations strategic objectives,
- ii. An effective, gender responsive and balanced management team that is inspiring, value based, decisive, accountable and facilitating an enabling organizational culture.

Key Actions

- i. Assess staff profiles and numbers and align them, to the human resource requirements of the strategic plan and fill identified capacity gaps,
- ii. Develop and implement staff capacity building initiatives including a comprehensive induction, training and development,
- iii. Review and implement a performance management system with inbuilt fair and transparent rewards and sanctions mechanism,
- iv. Periodically review terms and conditions of staff to enhance staff

motivation,

- v. Build a core team of effective and technical competencies across the organization in line with the strategy aspirations.

4.4 Knowledge Management and Advocacy

Results Area 9. Increased visibility and Profile of CoACT

During the implementation of this strategic plan, Information Generation, packaging and dissemination, Communications and Advocacy will be at the core of our theory of change to influence public behaviour and attitudes as a means to promote women's participation in decision making, in conflict prevention and resolution, in mitigating the impacts of climate change; and for citizen mobilization action against all forms of violence, including violent extremism, religious fundamentalism, election related violence, gender based violence, and injustice; and, to promote women participation in conflict prevention, and conflict resolution at all levels.

Key Outputs

- i. A strengthened communications and advocacy function that is able to enhance organizational profile and image through better relations with the media, supporting quality documentation, advocacy, campaigns and fundraising efforts and promoting

local, national and international linkages and shared learning through innovative social media platforms, stories of change and publications.

- ii. Improve staff ICT knowledge, skills and practices in order to improve overall programme quality
- iii. Enhanced profile of CoACT at the national, regional and global levels among relevant WPS actors
- iv. Increased number of high impact communication products generated and disseminated
- v. Increased online presence of CoACT

Key Actions

- i. Review and update CoACT's website make it more attractive, interactive and user friendly.
- ii. Develop and package a high impact one pager about CoACT posted on line, for distribution within Uganda and elsewhere
- iii. Revitalise CoACT's Twitter and Facebook accounts and create an Instagram account, a Google account, and YouTube account.
- iv. Develop staff and partner capacity in the effective use and management of social media platforms

Key Actions

- i. Provide space for constant engagement with the media through media tips, events and contacts,
- ii. Facilitate beneficiaries with communication platforms through which they can raise their concerns on women issues including rights, maternal health, girl's education, GBV and secure public knowledge and awareness of the issues,
- iii. Support the documentation and dissemination of the impact of our work for accountability, fundraising and organizational visibility,
- iv. Develop and implement an information, education and communication strategy to contribute to the achievement of the mission and organizational priorities,

4.5 Measuring our Impact

Our commitment to measuring impact is central to increasing efficiency, and effectiveness of our initiatives and interventions, meeting multiple accountability requirements and deepening shared learning that would influence change in attitudes and behaviours that impact governance and women's leadership. We will therefore invest in community and beneficiary led monitoring and evaluation, in documentation of the impact our work as

part of the wider women's movement and civil society, documenting, disseminating and utilizing evidence based information for decision making and programming.

Results Area 10: *A participatory and results- based monitoring and evaluation framework that provides a basis for shared learning, accountability and decision making across all levels.*

Key Outputs

- i. A functional monitoring and evaluation framework for all Programmes to ensure quality and meeting multiple accountability obligations
- ii. Critical reflections and learning opportunities among staff and partners on models, evidence from research, and experiences on our governance, documented and shared to strengthen policy advocacy, campaigns and resource mobilisation,
- iii. Spaces that promote and strengthen learning amongst staff, partners, change makers and the board are promoted and used,
- iv. Staff and partners trained in report writing, participatory planning, monitoring and evaluation and facilitate active involvement of different women, men and communities in monitoring, reviews and evaluation.

Key Actions

- i. Develop an effective Monitoring and Evaluation framework
- ii. Conduct monitoring, reviews, and evaluation of all our programmes and develop and implement a change management plan to improve the quality of our work
- iii. Document and share the impact of our work, and our processes widely to improve our multiple accountabilities and support advocacy, campaigns and resource mobilisation
- iv. Build capacity of staff and partners to promote and support participatory planning, monitoring and evaluation practices
- v. Conduct community barazas both to identify community issue that undermine women., peace and security and for assessing the value of our interventions.

1.6 Governance

CoACT's new 2020-2024 will concretize the achievements made by further strengthening an environment that is accountable and inclusive.

Result Area 11: *To provide oversight and strategic direction in ensuring that CoACT meets the aspirations of this strategic plan*

Outcomes

- i. Board and General Assembly members are aware of their governance roles and responsibilities and are effectively exercising their oversight role in providing strategic direction,
- ii. Strengthened accountability and transparency systems, processes, and relationships consistent with the organisation's vision, mission and values,
- iii. The impact and brand of CoACT is more visible at local, national and international levels.

Key Actions

- i. Develop a Board Charter and support the board and members to actively contribute towards the governance of CoACT and participate in the organisation-wide processes.
- ii. Enhance the capacity of the board and members through induction, exposure, learning visits, knowledge sharing networks, participation in programme activities and customized training to enable them effectively fulfill their mandate,
- iii. Support board performance assessments through annual governance reviews and board development plans.

Conclusion

This plan communicates powerful intersecting visions and outcomes leading towards our growth, social justice, peace and security in Uganda. Ultimately visions will flow together, energizing each other in a constant and fluid loop. The ambitious goals have been chosen carefully, with the recognition of the continuing peace and security needs of women and girls in Uganda; informed by the baseline survey and the identified conflict issues. CoACT will continue, over the next five years to explore innovative ideas and solutions to address persistent *peacelessness*, insecurity and inequalities.

As CoACT – with our structure and well informed peace and security feminist leaders – we are ready to grow our financial resources, sustain ourselves as a smart organisation, and meet pressing social justice, address conflicts and secure meaningful peace for women and girls. As we make progress over the next 5 years, we will implement our ideas as aggressively as possible, taking time along the way to listen, learn and evolve together, as members, individuals, women’s rights organisations, donors, leaders, and change-makers.

We are grateful to all of you — friends, members, volunteers, donors — who have supported our work with your valuable

time and generous resources. We are devoted to powering our members with the tools, expertise, and leadership needed so that our collective efforts can achieve greater positive social impact on the lives of women and girls around the country.

As we move forward, we shall continue to call forth the future in the sense that “we make the path by walking it.” Our practice in that walking allows the future to emerge.

We invite you to join us as we strengthen our organisation and increase the peace and security of women and girls at family level, community level, within institutions where they work and where they send their daughters to school. We look forward to deepening our connectedness and work; with your continued support.

THANK YOU!

We thank all of the members who contributed to the creation of this plan, including those who attended the planning workshop at the Fairway Hotel (2019; various stakeholders who were consulted, governance board and staff. Special thanks goes to our partner, UN Women that generously supported the development of this strategic plan.

Logical Framework

Narrative Summary (NS)	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions
<p>Goal</p> <p>Enhanced gender equality, justice, development and peace.</p>	<ul style="list-style-type: none"> ▪ Reduced cases of violent extremism and GBV cases among women by 20% by 2024 in target districts. ▪ Increased participation of women in leadership at all levels by 5% by 2024 in target districts. 	<ul style="list-style-type: none"> ▪ Annual police crime report ▪ Information reports at the district re- 	<ul style="list-style-type: none"> ▪ The Government and the district leadership will support the project ▪ Stakeholders will participate willingly. ▪ Funds will be available
<p>OUTCOME I:</p> <p>Increased meaningful participation and leadership of women in peace and development process by 2024</p>	<ul style="list-style-type: none"> ▪ Number of women in key leadership positions at all levels in target districts ▪ Number of women led organizations implementing WPS agenda in target districts. 	<ul style="list-style-type: none"> ▪ UDHS reports ▪ Annual reports for the coalition ▪ Program evaluation report ▪ UBOS annual reports ▪ Electoral commission reports ▪ MGLSD reports 	<ul style="list-style-type: none"> ▪ Availability of funds to women to be able to contest ▪ Willingness of women to take on challenging key leadership positions. ▪ Peaceful and favorable working environment in the country ▪ Supportive communities willing to vote for women leaders.

<p>Output 1: Enhanced capacity of women to engage in leadership, entrepreneurship, peace building processes and influencing decisions at the local and national levels.</p>	<ul style="list-style-type: none"> ▪ Number of women leaders trained in alternative dispute resolution and mediation by 2024. ▪ Number of women participating in electoral processes increased by at least 10% by 2024. ▪ Number of stories of women leaders profiled and documented. 	<ul style="list-style-type: none"> ▪ Annual district reports ▪ Progress reports by the women mediators. ▪ Annual reports by CoACT. ▪ Police reports ▪ Electoral Commission reports ▪ Media reports 	<ul style="list-style-type: none"> ▪ Community members willing to share the conflicts with the women mediators
<p>Output 2: Increased number of women with entrepreneurship knowledge and business skills</p>	<ul style="list-style-type: none"> ▪ Number of women in the informal sector in the target districts owning enterprises and businesses by 2024. ▪ Number of women in the informal sector in the target districts with financial knowledge on business management and record keeping ▪ Number of women led saving groups and cooperatives formed and functional in the target districts. 	<ul style="list-style-type: none"> ▪ Activity reports ▪ Reports by District Community Based Departments ▪ Reports by the community-based groups ▪ Annual UBOS reports 	<ul style="list-style-type: none"> ▪ Women willingness to engage in entrepreneurship development ▪ Enabling environment in the target districts.

<p>Output 3: Enhanced Capacity of Women to engage and influence development policies at the local and national levels.</p>	<ul style="list-style-type: none"> ▪ Number of women with knowledge on key legal and policy frameworks to implement WPS agenda by 2024. ▪ Number of legal and policy frameworks on WPS agenda raised by women and passed at local and national level. ▪ Number of forums organized by women at national, regional and global level to influence policies and decisions on WPS. 	<ul style="list-style-type: none"> ▪ Activity Reports ▪ Media reports ▪ District reports- Probation, DCDO ▪ Police reports ▪ Monitoring reports by CoACT 	<ul style="list-style-type: none"> ▪ Availability of funds to enable women participate in different forums ▪ Favorable and enabling environment for women to participate without fear. ▪ There will be political and sustained stability.
<p>OUTCOME 2: Strengthened capacity of institutions and organizations to implement, monitor and evaluate women peace and security agenda.</p>	<ul style="list-style-type: none"> ▪ Number of organizations with components of WPS agenda in their programs increased by at least 5 by 2024 ▪ Number of districts with ordinances and budgets to support in the implementation of WPS agenda increased by at least 5% by 2024 	<ul style="list-style-type: none"> ▪ Partners periodic reports ▪ District annual reports on WPS ▪ Annual Performance Report by the MGSID ▪ Annual Police Crime report. 	<ul style="list-style-type: none"> ▪ There will be willingness of partner organizations to share their reports and plans. ▪ There will be support from the District leadership ▪ The beneficiaries and stakeholders will be willing to take part in the training. ▪ Police will cooperate

<p>Output 1: Increased knowledge and skills of the Local government leaders to formulate, implement, monitor and evaluate policies and strategies that actualize women peace and security agenda.</p>	<ul style="list-style-type: none"> ▪ Number of districts with ordinances in place increased at least from 5 to 20 by 2024. ▪ Number of districts with budgets to implement WPS agenda increased by at least 10 by 2024. 	<ul style="list-style-type: none"> ▪ Ordinances in place. ▪ District annual reports. ▪ Program Evaluation and assessment reports 	<ul style="list-style-type: none"> ▪ There will be Cooperation from district officials and districts. ▪ Funds and resources will be available for program implementation ▪ There will be Willingness & support from stakeholders ▪ There will be willingness of partner organizations to share their reports.
<p>Output 2: Increased knowledge and skills for the security agencies on reporting and follow up mechanisms on GBV and WPS issues.</p>	<ul style="list-style-type: none"> ▪ Number of GBV cases followed up and resolved increased by at least 20% by 2024 ▪ Number of perpetrators taken to court increased by at least 5% by 2024. 	<ul style="list-style-type: none"> ▪ Annual crime report by police. ▪ Program evaluation report 	<ul style="list-style-type: none"> ▪ There will be Cooperation from district officials and districts. ▪ Funds and resources will be available for program implementation ▪ There will be Willingness & support from stakeholders ▪ There will be willingness of partner organizations to share their reports.

<p>Output 3: Increased number of women in security sector leadership.</p>	<ul style="list-style-type: none"> ▪ Number of women in leadership positions with in the security sector increased by at least 10% by 2024 at all levels. ▪ Number of women on peace keeping missions and negotiations increased by at least 5% by 2024. 	<ul style="list-style-type: none"> ▪ Reports from the ministry of defense. ▪ Program Evaluation and assessment reports ▪ Police annual report ▪ Reports from the public service ▪ Program Evaluation and assessment reports 	<ul style="list-style-type: none"> ▪ Funds and resources will be available for program implementation ▪ There will be Willingness & support from stakeholders ▪ There will be willingness of partner organizations to share their reports.
<p>Output 4: Capacity of women peace building organization developed in institutional, resource mobilization, strategic planning, monitoring and evaluation and financial management increased.</p>	<ul style="list-style-type: none"> ▪ Number of organizations with programs on institutional growth in place by 2024. ▪ Number of organizations with staff that have completed training on institutional growth increased by 2024 	<ul style="list-style-type: none"> ▪ Project evaluation reports. ▪ Organizations' strategic plans. ▪ Periodic reports shared. 	<ul style="list-style-type: none"> ▪ Funds and resources will be available for program implementation ▪ There will be Willingness & support from stakeholders ▪ There will be willingness of partner organizations to share their reports

<p>OUTCOME 3: Increased leadership capacities, responsiveness and meaningful participation of youth in peace and development processes</p>	<ul style="list-style-type: none"> ▪ Number of youths that have established own enterprises by at least 10% by 2024. ▪ Reduced youth poverty levels by at least 3% by 2024 	<ul style="list-style-type: none"> ▪ CSOs Monitoring evaluation reports ▪ MGLSD Annual report ▪ World bank annual report, UBOS, UNDP 	<ul style="list-style-type: none"> ▪ There will be Stable Environment
<p>Output 1: Increased number of programs for youth in life and entrepreneurship skills</p>	<ul style="list-style-type: none"> ▪ Number of youth-led programs at the national and local level increased by at least 2% by 2024. 	<ul style="list-style-type: none"> ▪ MGLSD quarterly and annual reports ▪ Youth livelihood program reports ▪ CSOs evaluation reports 	<ul style="list-style-type: none"> ▪ Stable Environment ▪ Availability of funds
<p>Output 2: Increased knowledge and skills among youth to meaningfully participate in and monitor election processes</p>	<ul style="list-style-type: none"> ▪ Number of youth candidates contesting for local and national level seats increased at least by 5% by 2024 ▪ Number of young women participating in electoral processes increased by 3% ▪ Number of youths involved in negotiations and mediation on election violence related cases increased by 5% 	<ul style="list-style-type: none"> ▪ Electoral commission reports ▪ Civil society election monitoring report (GEDU). 	<ul style="list-style-type: none"> ▪ Stable Environment ▪ There will be available funds.

<p>Output 3: Enhanced leadership capacities of youth in leadership, peace building, conflict prevention and resolution</p>	<ul style="list-style-type: none"> ▪ Number of youths participating in negotiations and peace building processes increased by 5% ▪ Number of female youths participating in leadership positions increased by 3% 	<ul style="list-style-type: none"> ▪ EC Reports ▪ CSOs reports ▪ MGLSD reports 	<ul style="list-style-type: none"> ▪ There will be Stable Environment ▪ There will be availability of funds. ▪ There will be willingness of youth to participate in programs.
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