



Environmental Conservation & Agricultural Enhancement Uganda (ECO-AGRIC Uganda)

Strategic Plan

2017-2020

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Acronyms and abbreviations

AIDS	Acquired Immune Deficiency Syndrome
CSOs	Civil Society Organizations
Eco-Agric Uganda	Environmental Conservation and Agricultural Enhancement Uganda
FP	Family Planning
HIV	Human Immune Virus
HSDP	Health Sector Development Plan
HSSIP	Health Sector Strategic Investment Plan
ICT	Information, Communication and Technology
IRS	Insecticide Residual Spraying
KP	Key Population
KRAs	Key Result Areas
LLIN	Long Lasting Insecticide Treated Nets
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
NDP	National Development Plan
NDPII	Second National Development Plan
NGO	Non-Governmental Organization
NSP	National Strategic Plan for HIV/AIDS
PEST	Political, Economic, Social and Technological
PMTCT	Prevention of Mother To Child Transmission
SDGs	Sustainable Development Goals
SMC	Safe Medical Circumcision
SRHR	Sexual Reproductive Health and Rights
SWOT	Strength, Weaknesses, Opportunities and Threats
ToC	Theory of Change
UBOS	Uganda Bureau Of Statistics
UDHS	Uganda Demographic and Health Survey
UNHS	Uganda National Household Survey

Section One: Background and Context

This plan lays out the strategic intents for Environmental Conservation and Agricultural Enhancement Uganda (Eco-Agric Uganda) for the period 2017-2020. The strategy was informed by a contextual analysis and strategic drivers which were the basis for constructing Eco-Agric Uganda strategic intents. The strategic plan sets the boundaries within which Eco-Agric Uganda will implement its programs within the framework of its mandate. It will further be used as a tool for resource mobilization as well as being a programmatic reference for addressing social development issues by Eco-Agric Uganda through community rights empowerment, sustainable agricultural production, environmental conservation, health education and promotion, economic empowerment nutrition; skills development and educational support

1.1 Organisation history

The Environmental Conservation & Agricultural Enhancement Uganda (Eco-Agric Uganda) is member based organisation registered under the Uganda registrar of Companies – as a Company Limited by Guarantee with no share capital. It is also registered with the Uganda NGO Board. The organisation was established in 2007 and enjoys over 7 years experience in providing services related to capacity building, research, and trainings in livelihood improvement sectors such as agriculture, entrepreneurship and financial management, health and sanitation plus environmental conservation.

With a functional board of directors, operational and structural systems in place, the organization is governed by a Board of Directors supported by a team of technical staff. Over the years, Eco-Agric Uganda has been funded by The Vibrant Village Foundation, Quaker Services Australia, UNDP/World Wide Fund, USAID/Uganda Private Health Support Program, USAID/CRS, The Civil Society Fund, Agri-Business Initiative Trust (aBi Trust), The Marr-Munning Trust, USAID/Governance Accountability and Participation Program and USAID/Trellis Fund. It also gets funding from annual subscriptions, membership fee, and sell of tree and coffee seedlings plus provision of consultancy services on technical issues related to the organisations core services.

The unique model developed by Eco-Agric Uganda uses the woman as the central focus of interventions and entry point into the household. The interventions cover the entire household members including men and children by addressing their needs holistically.

1.2 Rationale for the new Strategic Plan (2017- 2020)

Development of this strategic plan is informed by a number of local and global contextual changes to which it intends to align itself to. With the end of the MDG era, the launch of the Uganda Vision 2040, review of the National Development Plan 2015, the new Health Sector Development Plan 2015 and the National Strategic Plan for HIV&AIDS 2015/2020, the Social Sector Development Plan 2015 and the Agricultural Sector Development Plan 2015, it was necessary for Eco-Agric Uganda to revisit its strategic intents in order to relate to these new plans. As such, this Strategic Plan aims to consolidate Eco-Agric Uganda's niche by aligning its institutional and programmatic priorities targeting women, children and marginalized and key populations for the next four years (2017 – 2020). Additionally, it will serve as a framework for implementing the activities of the organization and spell out how, when, where and what resources are required to operationalize the planned activities.

1.3 The strategic plan development process

The strategy development process was highly participatory involving extensive consultation with internal and external stakeholders. The process took into account the changes in the socio-political, economic, technological and legal environment, and how they influence the dynamics of health, sustainable environmental use, livelihood improvement, rights, skills and economic empowerment, and sustainable agricultural productivity at the community and national levels. The different stakeholders were involved to help align the plan with the national and global development agenda. The process was guided by the strategic planning framework underpinned by six phases namely; generation of contextual information; identification of strategic drivers; constructing the strategic identity; setting the strategic direction; establishing strategic measurements; and finally identifying implementation strategies as illustrated in Figure 1.

Figure 1: Strategic plan development process



1.4 Achievements and challenges

Eco-Agric Uganda has been able to empower communities to participate in their own social development programs and also develop mechanisms for monitoring resource use and service delivery within the District Local Governments. It has a track record of successfully managing and implementing several programmes. These include:

1. Sustainable farming methods and technologies
2. Energy and environmental conservation
3. Extractive industry governance
4. HIV/AIDS prevention, care and support
5. Policy advocacy for the rights of women, children and marginalized and key populations
6. Capacity building for CBOs as part of community system strengthening
7. Health education and promotion
8. Entrepreneurship skills development and educational support

1.5 Organization of the strategic plan

The strategic plan is organized as follows:

Section One: Background and context

Section Two: Strategic drivers and priority areas

Section Three: Eco-Agric Uganda's strategic identity

Section Four: Strategic direction

Section Five: Implementation strategies.

Annexes: Measurements, the contextual analysis, PEST and SWOT analyses

Section Two: Situational analysis

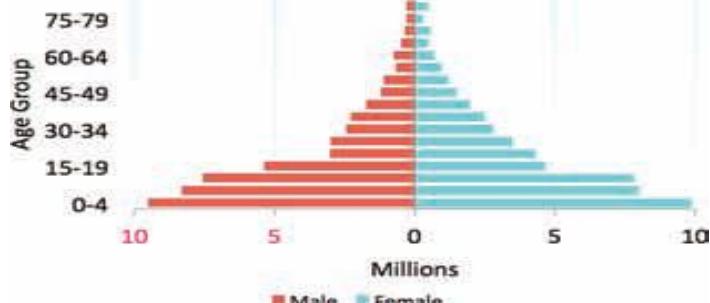
This section presents the contextual analysis which provided the basis for setting the Eco-Agric Uganda strategic direction. It specifically focuses on the Uganda's agricultural production; health, HIV/AIDS and gender inequalities; leadership and governance; sexual, reproductive health and rights; educational support and skills development; and energy and environmental conservation. The section also analyzes the internal, external environments and identifies the strategic drivers.

2.1 Contextual information

Population dynamics

Uganda's population has seen a marked growth since 1959 when it stood at 6.5 million; reaching 36 million in 2011 and is now at 34 million but estimated to reach 46.7 million by 2015 as illustrated in Figure 2 (UBOS, 2014).

Figure 2: Uganda Population Pyramid 2012/2013



Source: UBOS, 2014

The population growth rate is estimated at 3.2% per annum translating into annual increments of approximately 1 million people. Due to the country's high fertility rate, Uganda has one of the most youthful populations in the world, with slightly more than half of its population under age 15 thus creating high levels of dependency.

Uganda's population has seen extreme growth from 9.5 million in 1969 to 34.9 million in 2014. With an annual growth rate of about 3.03 percent, the population is projected to reach 47 million by 2025 and continue to increase. Rapid population growth is fuelled by the high total fertility rate of 6.2 live births per woman and high fertility is a result of sex preference, early marriage, high school drop-out rates for girls, and unintended pregnancies as a result of low contraceptive use.¹

As noted in the 2008 National Population Policy and Vision 2040, the high child dependency ratio is a major barrier to social transformation and development in Uganda. A large average family size makes it difficult for families and the government to make the requisite investments in education and health that are needed to develop high-quality human capital and achieve a higher level of socioeconomic development. The high rate of population growth creates strains on the country's natural resources, which in turn drives up the poverty rate and threatens future development gains.^{2,3}

Poverty

Uganda is one of the poorest countries in the world and is ranked 143rd on the 2010 global Human Development Index. In 2005, an estimated 31% of the populations were living below the poverty line, 34.2% from rural and 13.7% in urban areas. Uganda has made some progress towards certain MDG goals like halving the proportion of people below the national poverty line more than five years ahead of the 2015 Millennium Development Goal (MDG) deadline. Although there has been a demonstrable decline in poverty levels, there remains unequivocal linkage between poverty and the incidence and prevalence of some disease conditions for example malaria, diarrhoea and dysentery.

To date, over 6.7 million people remain poor and an additional 43% of the population is highly vulnerable to falling into poverty. This is precipitated by the high population growth rate underpinned by high fertility rates, polygamous relationships, high illiteracy levels and ill health (NDPII, 2015).

Population pressure and changing land use patterns

Environmental management is critical to support sustainability of the benefits from nature to support the country's economic growth. With the ever growing human population in Uganda, coupled with high level of poverty and low literacy at the grassroots, adoption of sustainable environmental use has continued to be constrained (NDPII, 2015). In Uganda, there is considerable pressure on land and unsustainable land use practices which continue to cause negative impacts. These affect community

¹ Uganda Bureau of Statistics. 2014. National Population Census Results, 2014

² Uganda National Planning Authority. 2014. Report: Harnessing the Demographic Dividend Accelerating Socioeconomic Transformation in Uganda

³ UNFPA. 2008. Family Planning and the Environment: Stabilizing Population Would Help Sustain the Planet. New York: United Nations. Retrieved from <http://www.unfpa.org/rh/planning/mediakit/docs/sheet3.pdf>.

livelihoods and cut across issues of poverty, health, the environment and economic growth. Whereas land degradation is recognized as a major development issue, sustainable land management has not received the desired attention in Uganda's development agenda due to the existence of several critical barriers. For example, the farming systems are dominated by crop agriculture. The expansions and new settlements are targeting very fragile ecosystems (forests, wetlands, steep hills, river banks, shorelines etc). The limited community awareness on sustainable land use management options coupled with inadequate support for community adoption of modern agricultural practices which are eco friendly are some of the fundamental causes of land degradation and low agricultural production and productivity in the country.

Environmental degradation, particularly in aquatic ecosystems is causing changes and loss of biodiversity in selected freshwater and wetland ecosystems. The impacts of human activities and accelerated eutrophication of rivers, lakes and wetlands has resulted in loss of habitat, changes in biodiversity, loss of recreational potential, reduction in fish catch, increased water born diseases and high rates of unemployment. The overall impact of change in biodiversity has affected the health and social economic dimensions of the population. The above calls for the need to support local communities adopt sustainable agricultural and other alternative livelihood practices in order to conserve the natural resources.

Agricultural production and productivity

The Second National Development Plan (NDPII) prioritizes investment in agriculture as one of the five (5) areas with the greatest multiplier effect on the economy. Agriculture remains the backbone of Uganda's economy. In 2012/13, the sector accounted for 25.3% of the country's GDP up from 24.7% in 2010/11. The sector employs about 72% of the total labour force (including disguised labour), 77% of whom are women, and 63% are youth most of whom reside in the rural areas. The sector is dominated by food crops, forestry and livestock production accounting for 51.6%, 18.2% and 17.8% respectively. In addition, cash crops accounted for 7.2%, fishing 5.1% and agriculture support services accounted for 0.1% of the sector gross value added in 2013/14. The country is one of the leading producers of coffee, tea, cotton, cereals, bananas, livestock and fish products in the world. There exist enormous opportunities for agro-processing to increase the benefits from the sector which the country has not fully harnessed. Agricultural production is mainly dominated by smallholder farmers engaged in food and cash crops, horticulture, fishing and livestock farming. Farmers that are categorised as subsistence are estimated to deliver between 75–80% of the total agricultural output and marketed agricultural produce. Smallholder/enterprises, commercial farmers and estate operators are about 15%, 3% and 0.5% of farmers respectively.

Despite the importance of agriculture in the economy, the sector's performance in recent years in terms of production and productivity, food and nutrition security has not been satisfactory mainly due to: slow technological innovations and adoption particularly amongst women farmers despite being the majority labour force; poor management of pests and diseases; limited access to land and agricultural finance that disproportionately affects women and youth farmers; a weak agricultural extension system, with access to extension services lowest among women, as well as over dependency on rain-fed agriculture. The majority of the women farmers lack ownership and control over land (28% of women own agriculture land compared to 72% of men)⁴. In addition, there are connectivity problems between the production areas and final markets leading to high transportation costs that reduce agricultural profit margins. The sector is also characterized by limited value addition which is attributed to poor post-harvest handling techniques, inadequate bulking and storage facilities, and high electricity costs. Besides, limited market information and capacity of the primary producers to meet the standards required in the export market limits the sector's contribution to the country's export earnings.

Climate change and environmental management

The achievement of long-term sustainable economic growth in the face of climate change is a primary concern in Uganda. The climate of Uganda is a valuable natural resource and a major determinant of other natural resources like soils, water, forests and wildlife, as well as the human activities dependent on them⁵. However, increasing emission of carbon dioxide and other greenhouse gases are changing the earth's climate. The impacts of climate change (droughts, floods, storms, heat waves and landslides) will most likely reduce the benefits derived from the natural resource base and this will have serious consequences on agricultural production, food security, forests, water supply, infrastructure, health systems, incomes, livelihoods and overall development⁶.

⁴ UDHS 2011 as quoted in the UBOS Facts and Figures on Gender

⁵ Intergovernmental Panel on Climate Change (IPCC, 2014)

⁶ Government of Uganda (2015). National Development Plan II

Early marriages

Uganda's total fertility rate is high, at 6.2 due to early onset of marriage and childbearing, religious and cultural beliefs, and preference for large family sizes as a source of sustenance and social security. According to the 2011 UDHS, nearly a quarter (24%) of young women aged 15-19 years had already begun childbearing. Though modern contraceptive use has increased from 18% in 2006 to 26% in 2011, it is still low to cause significant reductions in fertility levels.

With respect to child vulnerability, an estimated 8.1 million children in Uganda live under conditions of serious deprivation or danger. Children who experience abuse, violence or are exploited, abandoned, or severely neglected (in or out of families) also face significant threats to their survival and well-being as well as profound life cycle risks that have an impact on human, social, and economic development. While there has been a significant reduction in the proportions of vulnerable children, the number of Uganda's children who are vulnerable to deprivation, abuse, violence and other challenging circumstances remains persistently high. Overall, 38% of the children aged 0-17 years are vulnerable totalling 6.4 million children. It is estimated that 8 percent of children in Uganda are critically vulnerable, 43% are moderately vulnerable while 55% of children under 5 years of age are affected by child poverty.⁷ The same report shows that currently, 2.43 million children are orphans, over 1.7 million children below 14 years are engaged in child labour (with 95.5% in agriculture) and 22,500 children fall victims of defilement offences annually. Some of the reasons that expose children to vulnerabilities include malnutrition, HIV and AIDS, orphan-hood, child abuse, neglect violence, limited family and community capacity. The lack of a strong child sensitive social protection system that would remove the financial and social barriers to accessing services complicates the situation of children.

The youth constitute 21.3% of the total population and 57% of the labour force. Seventy nine (79%) of youth live in rural areas where poverty levels are high and the major economic activity is agriculture. The youth in Uganda face numerous and multi-dimensional problems including: the persistence of inadequate employable skills; limited access to assets and other means of production; limited access to basic and critical health services, including sexual and reproductive health services. For example, only 30% females in Uganda have access to contraception services, the majority being youth; early marriages and pregnancies with prevalence rates at 22.3 for the ages of 12 – 17 years in select districts; substance and drug abuse as a coping strategy for lack of employment. They are also affected by peer influence and other social pressures, exposing them to HIV/AIDS, crime, unplanned pregnancies and STIs, lack of life skills needed to resist such pressures and to practice safe behaviour. Although teenage pregnancy has reduced from 43 percent in 1992 to 25 percent in 2013, it is still high as compared to other countries.

Illiteracy and lack of functional skills

Uganda still faces high levels of illiteracy. According to UNHS 2009/10, 6.9 million Ugandans (5.5 million women and 1.4 million men) aged 15 years and above are non-literate - unable to read, write and numerate with understanding. Almost half of adult women in the country are illiterate, compared with 23% of men. Considering the fact that, some of the primary school drop outs are often presumed literate, even when they have difficulties in reading and writing, the actual adult illiteracy may be higher. This implies that more than 4.5 million adults in the country out of whom nearly 2.9 million are women and 1.6 are men; potentially require non-formal adult learning services.

Skills development

Skills development is responsible for provision of employable skills that are critical for socioeconomic transformation of the country. The private sector, Faith Based Organisations and CSOs are closely involved in the delivery of skills. The demand for skills development in the country is rapidly growing as seen from the increasing and expanding of education and training institutions; the increasing courses and the yearly expansion of graduates in almost all fields. However, the young people who constitute majority of work force in the informal sector are not adequately skilled to fill this labour market thus contributing to the high levels of unemployment, drug and substance abuse as well as high crime rates (NDPII, 2015). In farming communities, the men go further away to look for pastures, while women walk longer distances for water and firewood, limiting the time for agricultural and food production

Inclusive growth

Although government has demonstrated commitment and progress towards poverty eradication and wealth creation as well as socio-cultural and political development of all its citizens (through programmes such as; National Agricultural Advisory Services, Program for Modernization of Agriculture, Primary Health Care, Universal Primary Education and Universal Secondary Education, Prosperity for All, Community Driven Development), there is low community demand and uptake of

⁷ Uganda National Household Survey report 2009/2010

programs (NDPII, 2015). This is mainly attributed to inadequate mobilisation of communities and limited access to development information. Lack of access to information hampers effective decision-making as well as access to essential services, constraining their participation in and benefit from development interventions which ultimately keeps the community in perpetual poverty and low human development.

Lack of knowledge and awareness coupled with negative attitudes and perceptions, negative behaviours and mind set of communities continue to undermine efforts towards parental and community involvement in education of children, access to and utilization of clean and safe water and proper sanitation practices, eradication of preventable diseases including HIV&AIDS.

Disease burden

Despite the improvements in the health of Uganda's population over the years, the country is still far from the ultimate goal of health for all. One of the biggest drawbacks has been the high fertility that the country has been experiencing which has pushed up and sustained many of the poor health indicators such as maternal mortality ratio, and infant and child mortality rates. In addition, under-nutrition among children below 5 years and women of reproductive age has remained high.

The Infant Mortality rate in particular stands at 54 deaths (UDHS 2011), while the Neonatal mortality rate has remained relatively constant at 27 deaths per 1000 live births. While these have reduced over time, the indicators have not met the HSSIP targets of 56, 41 and 23 deaths per 1000 live births respectively. The maternal mortality ratio has reduced from 506 per 100,000 live births (UDHS, 1995) to 435 per 100,000 live births (UDHS, 2006). The trend has however stagnated at 438 per 100,000 live births (UDHS 2011). The major causes of maternal mortality include; haemorrhage (42 percent), obstructed or prolonged labour (22 percent) and complications from abortion (11 percent), compounded with high adolescent pregnancy rate at 24 percent. Malaria remains the leading cause of morbidity and mortality in Uganda especially among pregnant women and children. There has been slow progress towards reducing incidents of malaria cases which had a target of 15 percent by end of 2015, despite national efforts such as mass distribution of Long Lasting Insecticide Treated Nets (LLIN), Insecticide Residual Spraying (IRS), use of appropriate diagnostics and effective anti-malarial therapy and integrated community case management.

HIV prevalence

The last population HIV sero-behavioural survey 2011 indicated a rise in the HIV prevalence to 7.3%⁸ from 6.4% in 2004 in the general population among adults 15 to 49 years. The rise in prevalence was mainly explained by the rate of new HIV infections at about 160,000 in 2010, the high rate of enrolment and retention into care and ART and the marked reduction in AIDS related deaths (from 46,000 in 2011 to 28,000 in 2015)⁹.

The latest spectrum estimates of 2015 from Ministry of Health indicate that the total burden of HIV in Uganda is increasing. The number of persons in the country living with HIV has continued to increase from 1.4 Million in 2013 to 1.5 Million in 2015. This is as a result of continuing spread of HIV, and increased longevity among persons living with HIV. The same estimates indicate further decline in AIDS-related deaths of 28,000 from 31,000 in 2014. The incidence projections indicated a reduction in new HIV infections to 83,500 in 2015 from 95,000 in 2014 and 160,000 in 2010.

The key drivers of the HIV incidence in Uganda include High risk sexual behaviours coupled with low knowledge of one's HIV sero-status (Including early sexual debut, multiple sexual relationships, inconsistent and incorrect condom use; and transactional sex etc.). Low individual level risk perception; high STI prevalence; low utilization of comprehensive antenatal care (ANC) and delivery services; low prevalence of SMC; high numbers of HIV positive patients not on ART; Sexual and Gender based violence resulting from gender inequalities; Alcohol consumption – especially to levels of getting drunk and closely associated with sexual activity; and poverty.

The Health Sector Development Plan 2015 priorities prevention and control of HIV/AIDS, malaria, tuberculosis and diseases targeted for elimination. Most of these diseases are aggravated by poor nutrition which should be prioritized in the treatment and prevention of these Conditions.

Sexual, reproductive health and rights

In Uganda, the population of youth aged (10-24 years) is 21% (6 million); 78% (20 million) are aged below 30 years, women of reproductive age (15-49 years) are estimated to be 7.3 million, and are expected to give birth to 1.5 million births expected in 2015 factoring in annual birth rate of 3.4% (UBOS, 2014). According to the Annual Health Sector Performance Review report 2013/2014, the

⁸ Uganda AIDS Indicator Survey 2011

⁹ The Uganda HIV and AIDS Country Progress Report July 2015-June 2016

lead program indicators are still below the HSSIP III targets. For example, the proportion of health facilities with no stock-outs of essential RH medicines and health supplies currently stands at 70%, the proportion of health facilities that are adolescent-friendly is 75% and the percentage of health facilities with basic and those with comprehensive emergency obstetric care is still low at 50%. The proportion of pregnant women accessing comprehensive PMTCT package is 80% but varies depending on geographical location of districts. The unmet need for family planning is estimated at 20% and the rate of adolescent pregnancy 15%. It should be emphasized that the right to sexual and reproductive health rights program is important as it aims at reducing maternal mortality ratio, perinatal, and total fertility rate, and improve sexual and reproductive health of the people which are all key elements for achieving the SDGs 1, 3 and 5.

Gender inequality

Gender inequality is recognized as an important structural driver of the HIV epidemic, particularly in sub-Saharan Africa where women and girls represent 58% of people living with HIV. In many countries, disproportionately high incidence is observed among adolescent girls¹⁰, 15-24 year old women being up to eight times more likely to be HIV-positive than men¹¹.

Eco-Agric Uganda recognizes that culturally embedded, gender based social norms serve to disempower women (economically, socially, politically) making them more vulnerable to HIV infection and hindering their access to services. Gender disparities in education and employment, male authority over women and children and social norms that condone multiple partners result in an unfavourable environment for women and girls to make choices and take decisions, rendering them vulnerable to HIV¹². It's important to note that gender inequality predisposes women and girls to sexual gender based violence that further puts women at risk of HIV, other SRH issues like STIs, physical and psychosocial challenges. For this strategy, those identified as 'most affected by gender inequality and those affected by barriers to, health and human rights services will be context specific include the following; 1) Girls engaged in early marriage and teenage pregnancy; 2) Women not accessing prevention, treatment and care services (HIV Counseling and Testing, Prevention of Parent-to-Child Transmission); 3) Women not accessing family planning service owing to fear and economic disempowerment; 4) Survivors of gender based violence.

2.2 External and Internal Environmental Scan

The new strategic plan will be implemented within the framework of national trends in the economic, social, legal, political and technological environment that impacts on Uganda's health, environment and agricultural development initiatives.

Political and legal environment

Currently, there is strong political will to transform Uganda's economy towards a middle income country. This is reflected in a number of legal and programmatic efforts that manifest as national level interventions like wealth creation under which agricultural production and environment and natural resources management as well as climate change are prioritized. Under the inclusive growth component, government priority focuses on labour and social development as well as addressing inequalities and dependency which are all target areas for Eco-Agric Uganda.

Under the National Objectives and Directive Principles of State Policy, the Constitution of the Republic of Uganda guarantees social and economic rights of women, education, food security, protection of the family. This plan is informed by several national policies which include: The Uganda Gender Policy (2007), The National Youth Policy (2001), The National HIV and AIDS Policy (2011), Adolescent Health Policy Guidelines and Service Standards (2011), The National Agricultural Policy (2013), The National HIV and AIDS Strategic Plan (2015), The Agricultural Sector Development Plan (2015), The Health Sector Development Plan (2015) which are all aligned to the Second National Development Plan (2015). Eco-Agric Uganda strategic plan is aligned to contribute towards the aspirations of these frameworks.

Economic environment

Uganda's development status reflects an improvement in a number of areas. Uganda's economic growth rate has averaged 5.5 percent between 2010/11 and 2013/14, remaining below the target of 7.2 percent for the entire first National Development Plan. Agriculture remains the backbone of Uganda's economy. It employs about 72 percent of the total labour force (formal and informal), 77 percent of whom are women, and 63 per cent are youth, mostly residing in the rural areas. Farming is still dominated by smallholder farmers engaged in food and cash crops, horticulture, fishing and

¹⁰ Kouyoumdjian FG, Calzavara LM, Bondy SJ, O'Campo P, Serwadda D, Nalugoda F, et al. Intimate partner violence is associated with incident HIV infection in women in Uganda. *AIDS* 2013, **27**:1331-1338 1310.1097/QAD.1330b1013e32835fd32851.

¹¹UNAIDS. Global Report: UNAIDS Report on the Global AIDS Epidemic 2010. In: Joint United Nations Programme on HIV/AIDS (UNAIDS); 2010.

¹² Hageman KM, Dube HM, Mugurungi O, Gavin LE, Hader SL, St Louis ME. Beyond monogamy: opportunities to further reduce risk for HIV infection among married Zimbabwean women with only one lifetime partner. *AIDS Behav* 2010, **14**:113-124.

livestock farming. The sector's strength is leveraged through, among others, the National Agricultural Policy 2013 which sets a solid framework to guide investment and delivery of agricultural services. Eco-Agric Uganda's strategic plan will take advantage of the economic indices to leverage its interventions for uplifting the economic conditions of its target population and contribute to national development.

Social environment

Uganda's population growth estimated at 3.2% is considered one of the fastest in the world. Intense population growth has resulted into a number of challenges. In the rural areas partly as a result of increased population and inequality the country has witnessed pressure on land use with resultant degradation which has reduced food production and as such, contributed to nutrition related complications. Human capital development remains a challenge despite government investments in health, education and skills development. The proportion of people in self employment stands at 81.5% with majority in the agriculture sector (NDPII, 2015). Gender equalities and women's empowerment continue to affect development efforts especially in land ownership as a means of production. About three-quarters of Uganda's population are the youth and unemployment is growing at 3.5%. However, while it is estimated 400,000 youths enter the labour markets the country is only generating 80,000 new jobs. This is all bound to lead to increased restlessness of the youth who are vulnerable to health reproductive hazards, like teen pregnancy and HIV acquisition. Eco-Agric Uganda will target its interventions to contribute towards addressing the social gaps in fostering national development efforts.

Technology environment

Uganda has experienced growth in the use of Information and Communication Technology through the internet and mobile telephony. The sector is now growing at a 20 % per annum and its contribution to GDP has increased from 3.1% in 2010 to 8.1 percent in 2012/13. The advent of mobile telephony has seen the number of telephone subscribers leap from 2.8 million in 2006 to 16.9 million in 2013. The number of Internet subscribers grew phenomenally from 15,000 in 2007 to 3.6 million as of 2013, using both fixed and mobile platforms (NDPII, 2015). The broadcasting industry has also exploded with free to air TV channels, FM stations and pay per view subscription TVs. Uganda has also put up a Ministry of ICT to oversee the development of the industry. ICT through tools such as Face book, twitter, Skype and text messages can enhance communication and mobilize masses for good causes. Over the life of the next strategic plan Eco-Agric Uganda will give a high priority to fully exploiting technological innovation to advance reach and engagement with the target populations.

Eco-Agric Uganda's internal environmental analysis

In developing this strategic plan, strengths, weaknesses, opportunities and threats (SWOT) analysis was undertaken (Table 1). Strengths are internal organizational factors which Eco-Agric Uganda will optimize to deliver on this strategic plan while the weaknesses should be addressed to minimize their negative impacts on achievement of the desired outcomes in the implementation of the strategic plan. Opportunities are factors in Eco-Agric Uganda's operating environment which can be harnessed to support implementation of the strategic plan. On the other hand, threats are factors that are likely to interfere with the achievement of the desired outcomes in the implementation of the strategic plan.

Table 1: SWOT analysis

Strengths	Measures to sustain
Active, competent and productive staff	Continuous skills development in line with programmatic needs
Availability of permanent infrastructure, transport and office equipment	Maintain appropriate assets management strategy
Strong governance and technical leadership	Provide for routine capacity development for governance and technical leadership
Strong and dynamic organizational systems	Regularly conduct organizational capacity assessments and address capacity gaps
Weaknesses	Measures to address
High community demands that outstrip available resources	Prioritize interventions and routinely review community needs as well as harmonizing expectations vis avis available resources
Limited funds to implement planned interventions	Intensify resource mobilization efforts and resize interventions in line with available resources
Opportunities	Measures to harness
Good working relationship with the district and the local leaders	Continuously review expectations of all stakeholders and provide regular feedback on progress
Threats	
High demand for the services to a wide range of community people	Regularly review stakeholder expectations in line with organizational resources
Growing species of resistant parasites and pests	Promote modern agricultural production technologies with improved seed varieties

Source: Eco-Agric Uganda Strategic Planning Workshop (January, 2017)

2.3 Stakeholder analysis

Stakeholders play a critical role in strategic plan implementation by providing support materials, technical assistance, advocacy, participating in programmes and providing goodwill; and a facilitating environment. Below is a summary of key stakeholders:

Small holder farmers: These are Eco-Agric Uganda's primary stakeholders whose interest if quality services. Efforts will be made to provide services that respond to their needs

Eco-Agric Uganda partners: Eco-Agric Uganda will work in partnership with local and international CSOs/NGOs to support its programs. This will be in the form of joint activity implementation, advocacy and resource mobilization. Eco-Agric Uganda will continue to nurture its current partnerships and even identify other strategic partners during the strategic planning period.

District Local Governments: Eco-Agric Uganda programs feed into the respective District Development Plans. Eco-Agric Uganda will strengthen these relations and continuously endeavour to provide high quality services to its target populations in line with district priorities.

Development partners: These are listed under Section 1.1 and Eco-Agric Uganda will endeavour to attract and maintain the support of sustainability strategies; rely on the diversification of the funding base by attracting of more donors.

Section Three: Strategic Drivers

The strategic drivers provide a foundation for setting the strategic direction and define the facts and trends which this strategic plan will address. They underpin the rationale for the strategic choices that Eco-Agric Uganda has made in addressing social development challenges in Uganda. As such, six strategic drivers elaborated hereunder provided the basis for Eco-Agric Uganda's strategic intents.

3.1 Strategic Driver 1: High population growth rates

The high population growth rate in Uganda estimated at 3.2% per annum is a result of the country's high fertility rate which is contributed to by the low contraception prevalent rate of 30% (UDHS 2011). According to the NDP II, the unmet need for family planning (which is a proxy measurement of unmet needs for SRHR) has remained high at 34 percent. This is partly due to limited access to SRHR services especially among vulnerable and underserved young people including in emergency situations; negative attitudes reinforced by limited knowledge; myths and misconceptions predominant in the rural and remote communities. This situation has arisen partly because of the inability of duty bearers to fulfill and protect the rights of their constituents. It is also contributed to by the low empowerment of communities to demand for social accountability, inadequate family planning commodity security, ill-equipped health facilities, limited SRHR service scope especially in the lower-level health facilities, limited availability of youth friendly services, inadequate service provider skills and poor attitudes. Limited access to SRHR services is further worsened by the low male involvement, high poverty levels and weak coordination of SRHR services delivery.

3.2 Strategic Driver 2: High poverty levels due to ill health

High poverty levels are underpinned by the high population growth rate which puts pressure on the existing national resources. This is further exacerbated by high dependent population constituted by children and young people as well as the growing population of older persons. Illiteracy is another driver to poverty since a large section of the population cannot access information about the different aspects of development. It has been noted that ignorance is linked poverty and the incidence and prevalence of communicable disease which are preventable through health education and promotion. High disease burden due to preventable diseases impact on productivity and are key drivers of poverty.

With respect to HIV, the prevalence is higher among key populations than the general population. The Country continues to experience many new infections where the key drivers of HIV incidence revolve around: a) high risk sexual behaviors including early sexual debut, multiple sexual relationships, inconsistent condom use; and transactional sex b) low individual level risk perception c) high STI prevalence; d) low utilization of antenatal care and delivery services; e) low uptake of SMC services; f) sub-optimal scale-up of ART; g) gender inequalities including Gender Based Violence.

3.3 Strategic Driver 3: Poor land use, reduced agricultural production, productivity and poor marketing

The ever growing human population has put pressure on the in existing arable land. This is further compounded by the poor farming methods resulting into soil erosion, lowered soil fertility, deforestation, depletion of wetlands which have all combined to negatively impact agricultural production and productivity. The rainfall patterns that the poor rural subsistence farmers relied on for crop and animal production have hitherto become unpredictable with long spells of draught thus leading to drying up of crops and death of livestock. The increased concentrations of greenhouse gases in the atmosphere, resulting from human activities, are responsible for the increased greenhouse gas concentrations and global warming. The resultant effects have been famine, starvation and death in some parts of the country.

3.4 Strategic Driver 4: High school dropouts and gender inequalities

In Uganda, child vulnerability especially the female is very high with cases of sexual abuse and exploitation, abandonment as well as child neglect. These have significant life cycle risks which are sometimes lifelong. This vulnerability is underpinned by high rates of school dropouts more so among girls with the resultant high rates of teenage pregnancies. Other reasons that expose children to vulnerabilities include malnutrition, HIV and AIDS, orphan-hood, child abuse, neglect violence, limited family and community capacity to provide social and financial safety nets which otherwise provide social protection systems.

The preference to support education of boys at the expense of girls is a community perception that has further made the latter more vulnerable to early marriage, school dropout, HIV/AIDS, crime, unplanned pregnancies and STIs, lack of life skills needed to resist such pressures and to practice safe behaviour, teenage pregnancies and contribution to the high maternal mortality rates.

Gender inequality is a structural driver embedded in gender based social norms which serve to disempower women) making them more vulnerable economically, socially and politically. This further exposes them to male exploitation and gender based violence as well as making them vulnerable to HIV infection. Their limited access to land ownership which is the means of production yet they constitutes to major workforce behind agricultural production is another driver to their vulnerability.

3.5 Strategic Driver 5: Lack of functional and employable skills

Skills development is critical for socioeconomic transformation in Uganda given the high proportion of the population engaged in the informal sector production. Development of the informal sector which employs majority of the young people is underpinned by inadequate skills mix to support increased production and expansion; and poor attitudes towards work among young people entering the labour market for the first time. A large section of young people lack of basic numeracy, literacy, and entry-level skills and work-based training; continuing skills shortages in the artisanal, technical and professional fields that are fundamental to the development and growth of our economy; and lack of synergy between the various post-school sub-systems. Young people lack clarity in relation to the role expected of the various parts of the skills development system; inefficiency and waste; the silo mentality which prevents the partnerships and alignments needed to improve effectiveness; and the absence of coherent strategies within economic and industrial sectors, compounded by the lack of systematic skills development to support and sustain growth and development (NDPII 2015).

3.6 Strategic Driver 6: Limited Organization Sustainability

Eco-Agric Uganda is largely donor dependent, yet development partners have an evolving funding architecture that can change in terms of focus, modalities of fund application and grant conditions, more so in an increasingly competitive environment. This is partly due to the nature of the target population it serves mainly underprivileged, hard-to-reach populations as well as young people) that are unable contribute financially towards the services they receive.

Section Four: Strategic Identity

4.1 Strategic Identity

Eco-Agric Uganda's strategic identity defines the boundaries within which it does its work in agriculture, health and social development. It is elaborated by a vision statement, a mission statement and a set of values. The three elements articulate why Eco-Agric Uganda exists, what it intends to achieve and how it does its work.

Vision Statement

A healthy and empowered population living in a sustainable environment

Mission Statement

To improve community livelihoods through rights empowerment, sustainable agricultural production, environmental conservation, health education and promotion, economic empowerment and nutrition; skills development and educational support

Values

In the process of delivering on its mandate, Eco-Agric Uganda shall:

- Foster **professionalism** in delivery of its services through a dedicated and competent workforce in order to ensure sustainable results among its target population.
- Be guided by the concept of **empathy** in order to associate itself with the communities that benefit from our work.
- Cherish **team work** where the individual strengths and competences shall constitute the whole for improved service delivery.
- Be guided by the values of **accountability** to all our internal and external stakeholders and will ensure **transparency** in all that we do.
- Provide its service in an **inclusive** manner and take into account the social, cultural, political, religious and other demographic **diversities** of the population it serves.
- Premise its services of equality for all and equity through delivering according to needs.

4.2 Strategic Direction

Eco-Agric Uganda's strategic direction defines more specifically its goal, mandate, the target population, outcomes and priorities it intends to achieve in the next 4 years of implementation and the strategies to accomplish this.

4.2.1 Eco-Agric Uganda's goal

In a bid to align towards the NDP goal of attaining middle income status by 2020 through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth, Eco-Agric Uganda's goal will be "**to contribute to improved livelihoods of communities and health outcomes**"

4.2.2 Eco-Agric Uganda's mandate

The mandate of Eco-Agric Uganda is enshrined in its mission which is "to improve community livelihoods through rights empowerment, sustainable agricultural production, environmental conservation, health education and promotion, economic empowerment nutrition; skills development and educational support. The subsidiary interventions will focus on Sexual Gender Based Violence and integration, and Malaria, Maternal and Child Health and, nutrition and Non Communicable Diseases; Sexual Reproductive Health and Rights and HIV/AIDS/TB. This mandate is informed by the zeal in improving community livelihoods. Eco-Agric Uganda, in this strategic plan seeks to engage more effectively in pro-poor sustainable development in the country.

4.3 Alignment with national planning frameworks and country development goals

This Strategic Plan has four critical frameworks, to which it aligns itself to; they include the Health Sector Development Plan, the National Development Plan, and the National Strategic Plan for HIV/AIDS as summarized in Table 2.

Table 2: Alignment of Eco-Agric Uganda's strategic plan the HSDP, NDP and NSP

	NDP (2010/11-2014/15)	HSDP (2015/16 - 2019/20)	NSP 2015/16-2019/20	Eco-Agric Uganda (2017-2020)
Vision	A transformed Uganda Society from a Peasant to a modern and prosperous country within 30 years	To have a healthy and productive population that contributes to economic growth and national development	A Healthy and Productive Population free of HIV/AIDS and its effects	A healthy and empowered population living in a sustainable environment
Goal	To attain middle income status by 2020 through strengthening	To accelerate movement towards Universal Health Coverage with essential	Towards zero new infections, zero HIV/AIDS-related	To contribute to improved livelihoods of communities and

	the country's competitiveness for sustainable wealth creation, employment and inclusive growth	health and related services needed for promotion of a healthy and productive life	mortality and morbidity and zero discrimination	health outcomes
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4.4 Eco-Agric Uganda's conceptual framework

Eco-Agric Uganda's four way program model will be defined by the goal, target population and key areas of intervention. This strategic direction – colloquially known as the “**bull's eye**” was adopted in light of the changing programming landscape and reaffirmed as the focus for 2017-2020, as shown in Figure 1.

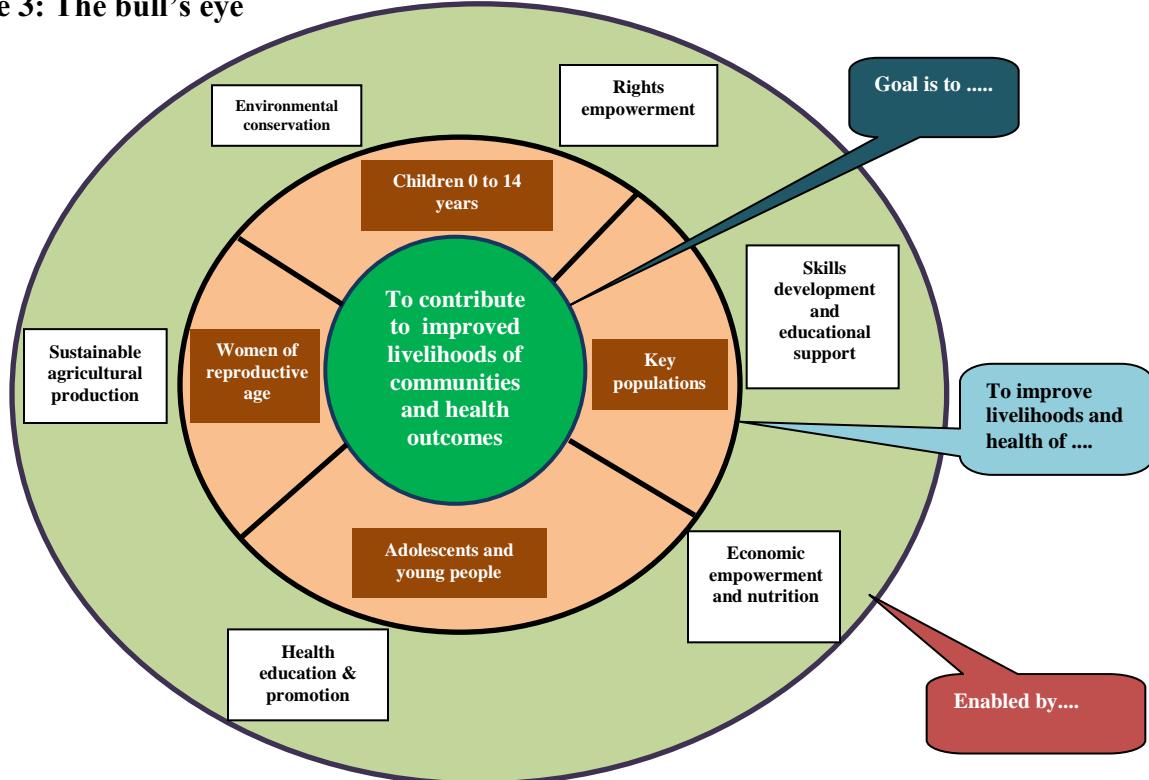
The bull's eye which is the inner ring is the goal of Eco-Agric Uganda: **To contribute to improved livelihoods of communities and health outcomes**. The work of the organization is centred on attaining this goal, particularly through an enhanced focus on rights empowerment, sustainable agricultural production, environmental conservation, health education and promotion, economic empowerment and nutrition; skills development and educational support. Reaching this goal would bring enormous benefits to communities in the target geographical areas.

Eco-Agric Uganda's priority populations

During the implementation of this strategy, the focus will be on the following priority target population: children 0 to 14 years, adolescents young people in and out of school aged 15 to 25 years women of reproductive age (15-49 years), key populations (People who sell sex, men who have sex with men, fishing communities, truckers and people who use drugs or any other KP as defined by Uganda policies and development guidelines and, vulnerable young people (e.g .those engaged in intergenerational sex and transactional, street kids, domestic workers, early marriage etc). Eco-Agric Uganda will work to improve their livelihoods, health and their ability to participate in the process of making decisions about the issues that affect their lives, whether those decisions are made at the individual, familial, community, or national levels.

The outer ring of the bull's eye contains the key strategies that Eco-Agric Uganda will adopt in order to realize its goal. A complete theory of change has been developed to show the results necessary to achieve the goal of the bull's eye. Eco-Agric Uganda will concentrate on achieving planned outcomes, which will be the result of work across programs. The full set of results and indicators is contained in the theory of change map included in Figure 3.

Figure 3: The bull's eye



4.5 Eco-Agric Uganda's Theory of Change

Eco-Agric Uganda will adopt the Theory of Change (ToC) approach during implementation of this strategic plan. The ToC addresses processes of change over time as a result of interventions. Application of the ToC in the context of this strategic plan will be guided by the causal pathway framework analysis which links the strategies to the overall goal. The Eco-Agric Uganda ToC map illustrates the short term (1 to 2 years), intermediate (3 to 4 years) and long term (by end of 2020) outcomes of its interventions spanning the strategic planning period. The outcomes will be based on the assumptions that are articulated below.

Defining the Theory of Change

A theory of change is a tool for developing solutions to complex social problems. It assumes that for any intervention, there are several changes that occur simultaneously and not in a linear manner. A basic ToC explains how a group of early and intermediate accomplishments sets the stage for producing long-range results. A more complete ToC articulates the assumptions about the process through which change will occur and specifies the ways in which all of the required early and intermediate outcomes related to achieving the desired long-term change will be brought about and documented as they occur.

Adapted from Harvard Family Research Project (2005): *The Evaluation Exchange XI* (2).

Eco-Agric Uganda ToC

In order to contribute to its goal, Eco-Agric Uganda will adopt a set of strategies which underpin its theory of change: To contribute to improved livelihoods of communities and health outcomes through rights empowerment, sustainable agricultural production, environmental conservation, health education and promotion, economic empowerment and nutrition; skills development and educational support

4.6 ToC assumptions

Assumptions for the Eco-Agric Uganda's ToC

- Government of Uganda will sustain its political support and prioritization of agricultural production as well as human capital development over the next four years.
- Societal stigma, social intolerance and gender inequality will be minimized to enable key populations and women freely access and use available services to better their livelihoods
- Eco-Agric Uganda will generate sufficient resources and have internal capacity to implement this strategic plan
- Eco-Agric Uganda will be able to establish and sustain strategic partnerships with CSOs and the private sector to advance its advocacy agenda as well as strengthening its resource base.

Section Five: Strategic Direction and Measurements

The strategic drivers provide a foundation for setting the strategic direction and define the facts and trends which this strategic plan will address in form of Key Result Areas (KRAs). They underpin the rationale for the strategic choices that Eco-Agric Uganda has made in addressing social development challenges in Uganda. Strategic measurements include indicators and targets (expected results) against outcomes and objectives which serve two purposes. First, they will enable Eco-Agric Uganda to communicate more effectively the desired changes it intends to make. Second, they will enable Eco-Agric Uganda to measure and report on its performance over time, and adapt its strategy as a result of learning. As such, six KRAs and the attendant measurements elaborated hereunder provided the basis for Eco-Agric Uganda's strategic intents and contribute to the desired goal.

Goal: To contribute to improved livelihoods of communities and health outcomes

Impact

- Atleast 50% of the target households able to meet their basic needs (3 meals a day, permanent shelter, afford health care and school fees)

5.1 KRA 1: Improved access to and utilization of integrated FP services by the target populations

Rationale

This intervention will enable the target population access integrated family planning (FP) services in order to address issues of high population growth rates as well as having manageable household sizes. It is expected that in the long run, this will reduce pressure on land use for production while improving the living conditions of the household members.

Intermediate results

IR 1.1 Increased contraception prevalence rates among the target population

Indicator

- At least 50% of the target population adopting modern contraception methods

Strategic actions

- 1.1.1 Sensitize communities including vulnerable and underserved young people to address negative attitudes reinforced by limited knowledge; myths and misconceptions about family planning as well as male involvement
- 1.1.2 Empower communities to demand for their rights to quality sexual and reproductive health services
- 1.1.3 Support duty bearers deliver quality sexual and reproductive health services that are responsive to the diverse community needs
- 1.1.4 Support coordination of sexual and reproductive health services delivery.

5.2 KRA 2: Reduced poverty levels and disease burden

Rationale

This result area will focus on reducing disease burden which have a direct relationship with poverty. Poor household spend a high proportion of their earning on health in form of out of pocket expenditure which drive them into poverty. By directing thrust on reducing incidence of communicable diseases, it is expected that the cost of health care will be reduced and resources will be directed towards other development and welfare initiatives to benefit household members for improved livelihoods. In addition, illiteracy is a driver to poverty and disease which deprives communities of information that would otherwise enable them access timely health care services as well as getting knowledge on development initiatives. Ignorance further drives the incidence of HIV especially among key populations due to high risk sexual behaviors, low individual level risk perception and low uptake of available health care services.

Intermediate results

IR 2.1 Increased household incomes among the target households

Indicator

- At least 50% of the target households able to earn two dollars per day (\$730) per year

Strategic actions

- 2.1.1 Conduct community awareness campaigns to embrace government wealth creation initiatives

IR 2.2 Reduced disease burden among targeted households

Indicator

- At least 20% of the target households reporting reduced incidence of preventable diseases (malaria, diarrhoea and dysentery) within the last six month

Strategic actions

2.2.1 Conduct community sensitization campaigns on sanitation and hygiene

2.2.2 Conduct household visits to reinforce behaviour change on sanitation and hygiene

IR 2.3 Reduced incidence of HIV among targeted key population households

Indicator

- At least 30% reduction in new cases of HIV infection among target key population households

2.3.1 Conduct community sensitization campaigns on HIV prevention

2.3.2 Support referrals for HIV Testing Services

5.3 KRA 3: Improved agricultural productivity and access to markets

Rationale

Eco-Agric Uganda will support measures to respond to the challenges posed by climate change through both adaptation and mitigation to build resilience that is crucial to ensuring sustainable development. This will be through adoption of modern farming methods aim to mitigate the effects of growing population on land use and climatic change by optimizing production and productivity. Improved farming methods will minimize soil erosion, improve soil fertility and overcome the effects of climatic changes through use of early maturing and draught resistant varieties. With respect to animal husbandry, rearing of improved animal species will enable households keep fewer animals that are highly productive thus minimizing pressure on available arable land. In both cases, production and productivity will increase thus contributing to improved household food security with surplus for sale. Supporting small holder farmers groups to process their farm produce will increase their bargaining power; add value to their products and increase on their incomes especially where they are able to access viable markets without being subjected to middle men.

Intermediate results

IR 3.1 Increased agricultural productivity among targeted small holder farmer households

Indicators

- At least 70% of the target small holder farmer households adopt modern farming methods
- At least 50% of the target small holder farmer households report increased annual productivity

Strategic actions

3.1.1 Provide small holder farmer households with improved seed and animal species

3.1.2 Set up and maintain demonstration farms to facilitate knowledge and skills transfer

3.1.3 Conduct regular visits for targeted small holder farmer households

IR 3.2 Increased access to markets for agricultural produce

Indicators

- 100% of the target small holder farmer households able to access upstream markets for their farm products
- 100% of the target small holder farmer households able to access appropriate agro processing technologies

Strategic actions

3.2.1 Provide market information to targeted small holder farmer households

3.2.2 Support target small holder farmer households with appropriate agro processing technologies

3.2.3 Support formation and running of small holder farmer households groups to enhance marketing of their products

5.4 KRA 4: Reduced gender inequalities

Rationale

In order to address high rates of teenage pregnancies, retention of children in school, especially the girl child will be crucial. Other children vulnerabilities will be addressed through improved nutrition, minimizing child abuse, neglect, violence and supporting initiatives that help communities and families develop capacity to provide social and financial safety nets. Addressing gender inequalities will help mitigate the effects of gender based violence through empowering women about their rights as well as sensitizing men about their roles in upholding women rights.

IR 4.1 Increased retention rates among children from targeted small holder farmer households

Indicator

- At least 80% of children from target small holder farmer households are retained in school

Strategic actions

- 4.1.1 Provide life skills to children in school
- 4.1.2 Train targeted household heads in parenting skills
- 4.1.3 Provide sanitary pads to adolescent girls

IR 4.2 Reduced cases of gender based violence among targeted small holder farmer households
Indicator

- At least 90% of targeted small holder farmer households report no cases of gender based violence

Strategic actions

- 4.2.1 Conduct community sensitization events on women rights
- 4.2.2 Support community efforts for identification and referral of gender based violence survivors
- 4.2.3 Provide support to gender based violence redress mechanisms

5.5 KRA 5: Lack of functional and employable skills

Rationale

Provision of basic numeracy, literacy, and employable skills to young people will enable them become more competitive in the labour market within the informal sector and make them become more productive. In this respect, they will not only be able to provide themselves and their households with basic needs but also contribute to national development. The main approaches will be through vocational training, apprenticeships and mentoring.

IR 5.1 Increased competitiveness of young people in the labour market

Indicator

- At least 50% of young people in the intervention areas supported in employable skills development engaged in productive work

Strategic actions

- 5.1.1 Support young people in vocational institutions and through apprenticeships and mentorships
- 5.1.2 Provide trained young people with start up kits
- 5.1.3 Conduct routine support supervision to young people in employment

5.6 KRA 6: Improved Organization Sustainability

Rationale

In order to deliver on this strategic plan, there is need for Eco-Agric Uganda to enhance its capacity as a lead organization in improving livelihoods of small holder farmer households in Uganda. As such a complimentary institutional strengthening agenda has to be developed alongside the roll out of the strategic directions and strategies identified. In view of changing financing to NGO landscape, there is need to consciously focus on diversifying sources of income, establishing and strengthening strategic partnerships to mitigate decreased funding from the donor communities as well as lobbying government to increase the health and agriculture sector budgets.

IR 6.1 Improved institutional capacity of Eco-Agric Uganda Secretariat to realize its planned results

Indicator

- At least 80% of strategic plan results realized

Strategic actions

- 6.1.1 Establish areas for Eco-Agric Uganda secretariat capacity building
- 6.1.2 Build and strengthen Eco-Agric Uganda's advocacy capacity to maintain and expand partnerships with the public, private sectors and NGOs in Uganda and internationally.
- 6.1.3 Strengthen corporate governance and leadership for Eco-Agric Uganda through establishment of an accountable and responsive Board for attainment of organizational Vision, Mission and Goal
- 6.1.4 Strengthen financial management system to enable timely decision making and meet the needs of Eco-Agric Uganda's partners and other stakeholders.
- 6.1.5 Enhance the human resources system that facilitates attraction, development and retention of professional and competent, motivated workforce defined in the human resource development plan.

IR 6.2 Enhanced capacity of Eco-Agric Uganda to generate and use of evidence to inform programming and advocacy

Indicator

- 100% of Eco-Agric Uganda interventions informed by research

Strategic actions

6.2.1 Eco-Agric Uganda will develop capacity of its secretariat in conducting action research to inform programming and advocacy

6.2.2 Develop Eco-Agric Uganda M&E system that ensures value for money and cost effectiveness

6.2.3 Document and disseminate good practices

Section Six: Implementation Strategies

In a bid to implement this strategic plan and realize the intended results, Eco-Agric Uganda will adopt the following strategies:

6.1 Organizational strategies

Inclusive growth: The rationale will be to ensure that individuals within the households are strategically targeted depending on their gender dispositions. Emphasis will be on women and girls who are socially and economically disadvantaged in order to give them the due prominence they require through the rights based approach. Key populations will be targeted to address the drivers of the HIV epidemic as well as mitigating the effects poverty which force them into risky behaviours.

Advocacy: As an organizational strategy, Eco-Agric Uganda will review its communication and advocacy strategy to align it to this strategic plan. This will be done with a view of intensifying its influence on policy reforms and marketing the organization based on best practices at the beneficiary level. The advocacy and communication strategy shall target policy reviews, service provision and accountability as well as development related to small holder farmers at community level. A social mobilization targeting likeminded civil society organizations and other strategic partners will be adopted. The above approach will be augmented by the programmatic function of advocacy as detailed in the human rights and accountability; and social protection thematic areas.

Networking and Partnership: The successful implementation of the Strategic Plan will require action to strengthen the capacity of Secretariat to effectively carry out their responsibilities under the Plan. Linkages with the District Local Government structures, CSOs, community based organizations and the beneficiaries will be further strengthened. The successful implementation of the Strategic Plan will also require strengthening existing and developing new strategic alliances and partnerships.

Evidence-based Programming: Eco-Agric Uganda will adopt an evidence-based approach to the development and operationalization of all its plans, programs, policies and administrative systems. It will re-orient itself and focus on learning, knowledge management as well as documentation and dissemination of best practices. Knowledge management will involve transforming Eco-Agric Uganda into an organization that uses information and knowledge effectively: sharing it across the organization and exchanging with other knowledge centres. This will necessitate investments in information, communication and technology (ICT), information management and documentation; and strengthening the M&E system. This strategy will not only ensure that the initiatives are relevant but also responsive to emerging needs and trends.

Gender mainstreaming and targeting of the weak and vulnerable: In recognition that gender issues are central to both the analysis and response to the social and economic needs of small holder farmers. Eco-Agric Uganda will ensure that gender concerns are integrated into the design, implementation, monitoring and evaluation of operations, policies, plans, programmes, activities and projects, at all levels. This will include, but not be limited to integrating gender responsive indicators in its M&E framework and plan.

6.2 Coordination of Strategic Plan Implementation Governance

The Eco-Agric Uganda Board has the ultimate strategic role in the implementation of the Strategic Plan. It is expected that the Board will continue to provide strong, visionary, supportive and nurturing environment to the Eco-Agric Uganda secretariat. The Board of Directors will meet regularly to develop/review organizational policies; review progress towards achievement of the strategic plan; and share information and lessons related to Eco-Agric Uganda's work. It will also review budgets and monitor budget performance; and support resource mobilization efforts.

The Secretariat

Coordination of the various activities and networking with other partners will be important aspects of work for the Secretariat. The Secretariat under the stewardship of the Executive Director will work closely with the different stakeholders on the following items: effective implementation of the Strategic Plan; ensuring smooth flow of information from the Secretariat to stakeholders and vice versa; and ensuring effective resource utilization. The Secretariat will constantly monitor the existing and changing external environment, adapt and respond in active and innovative ways to enable the organization deliver its mandate.

6.3 Sustainability Plan

The sustainability of the organisation will mainly be at three levels namely: Institutional; Programmes; and Financial sustainability. Each of the levels is described in detail as follows.

Institutional Sustainability

The focus of the Sustainability Plan for Eco-Agric Uganda during the period of this Strategic Plan (2017-2020) will be on ensuring that the relevant and existing systems, policies, procedures and guidelines are reviewed and revised annually to ensure that they address emerging needs, challenges and lessons learnt. Specifically, the following will be reviewed annually: Strategic Plan; Operational Work plans; Organizational Structure; Governance, Administrative and Financial Management systems; and Human Resource Management policies and procedures; and the M&E system.

Programme Sustainability

Several factors are viewed as contributing to Programme Sustainability. The first is expanding new interventions to address emerging needs through innovative methods for service delivery. The second is the application of a much more evidence-based approach across all thematic areas. These areas will be informed by operational research. The third is strengthening of evidence based programming through use information generated from the M&E system.

Financial Sustainability

The main strategy to achieve financial sustainability is for Eco-Agric Uganda to diversify its funding base by raising more support from different sources. Eco-Agric Uganda will develop a resource mobilization strategy to guide efforts to achieve financial stability. The strategy will be reviewed on annual basis.

6.4 Monitoring and Evaluation

Effective implementation of this strategic plan will necessitate putting in place a comprehensive monitoring and evaluation system. The monitoring and evaluation function will be strengthened through Eco-Agric Uganda staff capacity development to constantly guide the implementation process. A baseline study will be conducted to generate data that will be used to set performance target over the strategic planning period. Data will be disaggregated by sex and vulnerability categories of target beneficiaries including persons with disabilities.

6.5 Communicating the plan

1. Every member of Eco-Agric Uganda Board, staff and partners will be oriented on the content of this plan.
2. The mission, vision and values statements will be reflected in all programs and strategies
3. Copies of the plan shall be widely shared with partners, donors and other potential collaborators
4. Relevant portions of the plan shall be included in the organizational policies and procedures

6.6 Funding the Strategy

Resource Requirements

Eco-Agric Uganda has estimated that it will require a total of Uganda shillings 10.2 billion shillings to run its programs during the next five years. The budget summary for the Strategic Plan period is shown in Table 3 below.

Table 3: Estimated financial outlay 2017-2020 in Uganda Shillings

Key Results Areas	2017	2018	2019	2020	Total	% of Total
UG Shillings						
KRA 1: Improved access to and utilization of integrated FP services by the target populations	346,000,000	399,730,000	487,290,000	505,000,000	1,738,020,000	17
KRA 2: Reduced poverty levels and disease burden	370,900,000	437,100,700	450,700,200	572,800,900	1,831,501,800	18
KRA 3: Improved agricultural productivity and access to markets	393,005,000	496,206,000	500,890,000	642,600,900	2,032,701,900	20
KRA 4: Reduced gender inequalities	326,700,900	395,600,000	421,700,000	432,007,900	1,576,008,800	15
KRA 5: Lack of functional and employable skills	302,800,500	442,890,400	483,278,000	500,078,800	1,729,047,700	17
KRA 6: Improved Organization Sustainability	207,289,800	331,810,000	354,900,000	398,720,000	1,292,719,800	13
Grand total	1,946,696,200	2,503,337,100	2,698,758,200	3,051,208,500	10,200,000,000	100

Table 3.1: Estimated financial outlay 2017-2020 in Dollars

Key Results Areas	2017	2018	2019	2020	Total	% of Total
USD i.e 1\$=3585 Uganda shillings (Google 1st February 2017)						
KRA 1: Improved access to and utilization of integrated FP services by the target populations	96,513	111,501	135,925	140,865	484,803	17
KRA 2: Reduced poverty levels and disease burden	103,459	121,925	125,718	159,777	510,879	18
KRA 3: Improved agricultural productivity and access to markets	109,625	138,412	139,718	179,247	567,002	20
KRA 4: Reduced gender inequalities	91,130	110,349	117,629	120,504	439,612	15
KRA 5: Lack of functional and employable skills	84,463	123,540	134,806	139,492	482,301	17
KRA 6: Improved Organization Sustainability	57,821	92,555	98,996	111,219	360,591	13
Grand total	543,011	698,281	752,792	851,104	2,845,188	100

Sources of funds

Given the amount of work needed to make an impact on the lives and wellness of small holder farmers, it is clearly evident that Eco-Agric Uganda will require substantial financial support. Eco-Agric Uganda will actively mobilize resources from other funding sources including donor agencies as well as leveraging resources from likeminded civil society organizations and agencies to meet the aspiration of this strategic plan.

Annex 1: Strategic measurements

KRAs and strategic actions	Results	Indicators	Baseline value	Five year targets	Data source/ reporting frequency
	Impact				
Goal To contribute to improved livelihoods of communities and health outcomes.	Target households able to meet their basic needs	Percent of target households able to meet their basic needs (3 meals a day, permanent shelter, afford health care and school fees)		50%	UBOS surveys
KRA 1: Improved access to and utilization of integrated FP services by the target populations	IR 1.1 Increased contraception prevalence rates among the target population	Percent of target population adopting modern contraception methods	To be determined (TBD)	40%	Eco-Agric Uganda quarterly and annual reports
Strategic actions	Intermediate results				
1.1.1 Sensitize communities including vulnerable and underserved young people to address negative attitudes reinforced by limited knowledge; myths and misconceptions about family planning as well as male involvement	Communities sensitized on myths and misconceptions about family planning	# of communities sensitized on myths and misconceptions about family planning % of targeted communities knowledgeable about myths and misconceptions related to family planning	TBD TBD	100,000 80%	Eco-Agric Uganda annual reports, evaluation reports
1.1.2 Empower communities to demand for their rights to quality sexual and reproductive health services	Empowered communities to demand for their rights to quality sexual and reproductive health services	# of community interface meetings with duty bearers conducted # of SRHR issues raised by communities addressed by duty bearers	TBD TBD	20,000 At least 4 issues per year	Eco-Agric Uganda annual reports, evaluation reports
1.1.3 Support duty bearers deliver quality sexual and reproductive health services that are responsive to the diverse community needs	Capacity of duty bearers to deliver SRHR services improved	Percent of duty bearers trained % of the targeted communities expressing satisfaction with SRHR services delivery	TBD TBD	80% 50%	Eco-Agric Uganda annual reports, evaluation reports
1.1.4 Support coordination of sexual and reproductive health services delivery.	Rational SRHR services delivery to all target communities	# of coordination meetings conducted # of mappings for SRHR service providers conducted	TBD TBD	One quarterly One every after two years	Eco-Agric Uganda annual reports, evaluation reports
KRA 2: Reduced poverty levels and disease burden	IR 2.1 Increased household incomes among the target households	Percent of target households able to earn two dollars per day (\$730) per year	TBD	50%	Eco-Agric Uganda annual reports, evaluation reports
Strategic actions	Intermediate results				
2.1.1 Conduct community awareness campaigns to embrace government wealth creation initiatives	Uptake of wealth creation initiatives increased	# of households involved in wealth creation initiatives	TBD	At least 10,000 per district	Eco-Agric Uganda annual reports, evaluation reports
	IR 2.2 Reduced disease	Percent of target households reporting	TBD	50%	Eco-Agric Uganda

KRAs and strategic actions	Results	Indicators	Baseline value	Five year targets	Data source/ reporting frequency
	<i>burden among targeted households</i>	reduced incidence of preventable diseases (malaria, diarrhoea and dysentery) within the last six month			annual reports, evaluation reports
2.2.1 Conduct community sensitization campaigns on sanitation and hygiene	Communities able to adopt improved household hygiene practices	Proportion of targeted household with basic household hygiene practices (drying racks, rubbish pits, toilets e.t.c) # of community sensitization events on hygiene conducted	TBD TBD	70% 50,000	Eco-Agric Uganda activity reports
2.2.2 Conduct household visits to reinforce behaviour change on sanitation and hygiene	Communities able to sustain practices on improved household hygiene practices	Proportion of targeted household able to maintain improved household hygiene practices # of household visits conducted	TBD TBD	70% 300,000	Eco-Agric Uganda activity reports
	<i>IR 2.3 Reduced incidence of HIV among targeted key population households</i>	Percent reduction in new cases of HIV infection among target key population households	TBD	30% from baseline	Eco-Agric Uganda annual reports, evaluation reports
2.3.1 Conduct community sensitization campaigns on HIV prevention	Communities knowledgeable about HIV prevention methods	% of targeted communities able to mention at least three ways in which to prevent contracting HIV	TBD	90%	Eco-Agric Uganda annual reports, evaluation reports
2.3.2 Support referrals for HIV Testing Services	Access to HIV Testing Services increased	# of targeted community members accessing HIV Testing Services over time	TBD	40,000	Eco-Agric Uganda activity reports
<i>KRA 3: Improved agricultural productivity and access to markets</i>	<i>IR 3.1 Increased agricultural productivity among targeted small holder farmer households</i>	Percent of target small holder farmer households adopt modern farming methods Percent of target small holder farmer households report increased annual productivity	TBD TBD	70% 50%	Eco-Agric Uganda annual reports, evaluation reports
Strategic actions					
3.1.1 Provide small holder farmer households with improved seed and animal species	Support to small holder farmer households in modern farming practices enhanced	Percent of small holder farmer households provided with improved seed and animal species	TBD	80%	Eco-Agric Uganda annual reports, evaluation reports
3.1.2 Set up and maintain demonstration farms to facilitate knowledge and skills transfer	Adoption of modern farming practices reinforced	# of demonstration farms established and maintained # of small holder farmer households adopting modern farming methods	TBD TBD	At least one per parish At least 10,000 per district	Eco-Agric Uganda activity reports
3.1.3 Conduct regular visits for targeted small holder farmer households	Adoption of modern farming practices sustained	# of small holder farmer households able to sustainably practice modern farming methods	TBD	At least 5,000 per district	Eco-Agric Uganda activity reports

KRAs and strategic actions	Results	Indicators	Baseline value	Five year targets	Data source/ reporting frequency
	IR 3.2 Increased access to markets for agricultural produce	Percent of target small holder farmer households able to access upstream markets for their farm products	TBD	80%	Eco-Agric Uganda annual reports, evaluation reports
Strategic actions					
3.2.1 Provide market information to targeted small holder farmer households	Access to market information enhanced	Percent of targeted small holder farmer households able to identify different markets for their produce # of market information sources availed to farmers	TBD TBD	80% One at every Sub County	Eco-Agric Uganda annual reports, evaluation reports Eco-Agric Uganda activity reports
3.2.2 Support target small holder farmer households with appropriate agro processing technologies	Access to appropriate agro processing technologies increased	Percent of targeted small holder farmer groups using appropriate agro processing technologies # of small holder farmer groups provided with agro processing technologies	TBD	80%	Eco-Agric Uganda annual reports, evaluation reports Eco-Agric Uganda activity reports
3.2.3 Support formation and running of small holder farmer households groups to enhance marketing of their products	Bargaining power for better prices of small holder farmer households groups enhanced	Proportion of small holder farmer households groups able to negotiate better process for their products # of small holder farmer households groups formed	TBD TBD	80% Fifty groups per sub county	Eco-Agric Uganda annual reports, evaluation reports Eco-Agric Uganda activity reports
KRA 4: Reduced gender inequalities	IR 4.1 Increased retention rates among children from targeted small holder farmer households	Percent of children from target small holder farmer households are retained in school	TBD	80%	Eco-Agric Uganda annual reports, evaluation reports
Strategic actions					
4.1.1 Provide life skills to children in school	Empowerment of children in school about their rights enhanced	Percent of targeted children able to mention at least three elements of their rights (right to education, food, health care e.t.c) # of sensitization events conducted # of teachers trained in children rights	TBD TBD TBD	80% One sensitisation per target school per term at least 1 per school	Eco-Agric Uganda annual reports, evaluation reports Eco-Agric Uganda activity reports
4.1.2 Train targeted household heads in parenting skills	Parenting skills of household heads improved	Percent of household heads mentioning improved communication with their children # of household heads trained in parenting	TBD TBD	50% 50,000	Eco-Agric Uganda annual/evaluation/ activity reports
4.1.3 Provide sanitary pads to adolescent girls	Support to personal hygiene for adolescent girls enhanced	# of adolescent girls provided with sanitary pads	TBD	180,000	

KRAs and strategic actions	Results	Indicators	Baseline value	Five year targets	Data source/ reporting frequency
	IR 4.2 Reduced cases of GBV among targeted small holder farmer households	Percent of targeted small holder farmer households report no cases of gender based violence	TBD	90%,	Eco-Agric Uganda annual reports, evaluation reports
4.2.1 Conduct community sensitization events on women rights	Empowerment of women about their rights enhanced	Percent of targeted women able to mention at least three elements of their rights (right to property ownership, decision making, access to health care) # of sensitization events conducted	TBD TBD	80% Three sensitisations per year	Eco-Agric Uganda annual reports, evaluation reports
4.2.2 Support community efforts for identification and referral of gender based violence survivors	Capacity of community structures to address gender based violence enhanced	# of gender based violence referral cases made	TBD	Will be determined on incremental basis	Eco-Agric Uganda annual reports, evaluation reports
4.2.3 Provide support to GBV redress mechanisms	GBV redress mechanisms strengthened	# of GBV cases conclusively addressed	TBD	Will be determined on incremental basis	Annual/evaluation reports
KRA 5: Lack of functional and employable skills	IR 5.1 Increased competitiveness of young people in the labour market	Percent of young people in the intervention areas supported in employable skills development engaged in productive work	TBD	50%	Eco-Agric Uganda annual reports, evaluation reports
Strategic actions					
5.1.1 Support young people in vocational institutions and through apprenticeships and mentorships	Skills development for young people enhanced	# of young people supported in skills development	TBD	At least 50 per district per year	Eco-Agric Uganda activity reports
5.1.2 Provide trained young people with start-up kits	Support to self reliance for young people enhanced	Percent of trained young people provided with start-up capital	TBD	50%	Eco-Agric Uganda activity reports
5.1.3 Conduct routine support supervision to young people in employment	Skills transfer to young people in employment enhanced	# of support supervision visits to young people in employment conducted	TBD	One visit per quarter	Eco-Agric Uganda activity reports
KRA 6: Improved Organization Sustainability	IR 6.1 Improved institutional capacity of Eco-Agric Uganda Secretariat to realize its planned results	Percent of strategic plan results realized	TBD	80%	Eco-Agric Uganda annual reports, evaluation reports
Strategic actions					
6.1.1 Establish areas for Eco-Agric Uganda secretariat capacity building	Organizational capacity assessment conducted	# of organizational capacity development plans developed and implemented	TBD	One per year	Eco-Agric Uganda activity reports
6.1.2 Build and strengthen Eco-Agric Uganda's advocacy capacity to maintain and expand partnerships with the public,	Eco-Agric advocacy capacity strengthened	Organizational advocacy strategy developed and implemented	TBD	One	Eco-Agric Uganda activity reports

KRAs and strategic actions	Results	Indicators	Baseline value	Five year targets	Data source/ reporting frequency
private sectors and NGOs in Uganda and internationally.					
6.1.3 Strengthen corporate governance and leadership for Eco-Agric Uganda through establishment of an accountable and responsive Board	Capacity of Eco-Agric Uganda's Board enhanced	Board charter developed and implemented	TBD	One Board trainings held per year	Eco-Agric Uganda activity reports
6.1.4 Strengthen financial management system to enable timely decision making and meet the needs of Eco-Agric Uganda's partners and other stakeholders.	Eco-Agric Uganda's financial management systems improved	# of unqualified audit reports generated # of reviews of Eco-Agric Uganda's financial management and accounting manuals conducted	TBD TBD	One annual external audit per year Once every two years	Eco-Agric Uganda activity reports
6.1.5 Enhance the HR system that facilitates attraction, development and retention of competent, motivated workforce defined in the human resource development plan.	Eco-Agric Uganda's human resources system strengthened	Percent of staff retained annually Human resource development plan in place and implemented	TBD TBD	90%, One plan in place	Eco-Agric Uganda annual reports, evaluation reports
	<i>IR 6.2 Enhanced capacity of Eco-Agric Uganda to generate and use of evidence to inform programming and advocacy</i>	Percent of Eco-Agric Uganda interventions informed by research	TBD	100%	Eco-Agric Uganda annual reports, evaluation reports
Strategic actions					
6.2.1 Eco-Agric Uganda will develop capacity of its secretariat in conducting action research to inform programming and advocacy	Eco-Agric Uganda's research and advocacy capacity enhanced	# of operational researches conducted # of advocacy issues backed by research findings	TBD TBD	4 per year All advocacy issues	Eco-Agric Uganda activity reports
6.2.2 Develop Eco-Agric Uganda M&E system that ensures value for money and cost effectiveness	Eco-Agric Uganda's M&E system strengthened	Percent of program reports generated in time	TBD	100%	Eco-Agric Uganda activity reports
6.2.3 Document and disseminate good practices	Eco-Agric Uganda's image as the lead agency in supporting small scale farmer households enhanced	# of good practices documented and disseminated Framework for documenting and disseminating good practices in place	TBD TBD	4 per year One framework	Eco-Agric Uganda activity reports