

THE VICTIM RELIEF ALLIANCE (TVRA) STRATEGIC PLAN 2020-2025



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FORWARD

During the last 10 years, The Victim Relief Alliance (TVRA) focused its resources on leadership and institutional capacity development of the people in the districts of Arua, Terego and Madi Okollo in West Nile sub region. This effort led to improvement in accountability of leaders at community level, empowerment of vulnerable persons and increased livelihood of people in the different areas where we worked. We therefore, express our gratitude to the various stakeholders such as local governments, development partners and our beneficiaries that enabled us to succeed in our planned programs.

Although, a lot was achieved, especially in our concluded strategic period 2014-2019, we did not accomplish some of our set targets as a result of limitations in resources, few partnerships that we managed to secure in the last period and internal organizational capacity challenges such as staff turnover due to low remuneration, insufficient operational budgets, logistical problems, among others which consequently affected our overall performance.

Despite the prevalence of our internal challenges, TVRA remains concerned about the persistence of the development needs of the people in West Nile and Northern Uganda generally. Some of these concerns include: inadequate or poor quality of public services reaching ordinary citizens, increased influx of refugees in the region, deepening poverty and vulnerability among the ordinary people and declining quality of leadership representation in the region, that among other challenges continue to negatively impact on the development and growth of the people and institutions in Northern Uganda.

The above issues lay the foundation of our return to confronting the challenges of Northern Uganda in the period 2020-2025. Our aim is to achieve a vision of “Empowered people Living in safety and dignity” through creation of programs and activities that directly attack the bottlenecks that waylay the development and growth of the people of Northern Uganda.

In this new strategic period, TVRA therefore, intends to raise resources, build partnerships and increase its operational and geographical scope to pursue eight strategic Objectives namely: promotion of sustainable environment management and climate change adaptations for sustainable development of vulnerable households in Northern Uganda, improvement of livelihoods of refugees and Host communities through promotion of sustainable climate smart agriculture and other livelihood options to eliminate household vulnerabilities to health, education,

shelter, water and sanitation, Promotion of good governance, accountability and rule of law for sustainable development in northern Uganda, Provision of quality primary health care services to improve the quality of life and productivity of refugees and other vulnerable persons in northern Uganda, Promotion of peace building and alternative dispute resolution mechanisms to achieve peaceful co-existence among communities in northern Uganda, Supporting provision of quality education, skilling and training services to refugees and other vulnerable persons in northern Uganda, building a strong institutional capacity of TVRA to enable it to deliver and achieve her mandate in the new strategic period and investing in research, learning and innovation to improve our planning and interventions.

The above 5year strategy is aligned to Uganda's Vision 2040, the National Development Plan (NDP) III and Global Goals.

Overall, TVRA will spend 13,712,000,000 Uganda shillings (\$3,808,889) to serve a target population of 150, 000 people drawn from the different districts and sub regions of Northern Uganda. Of this total budget, 80% of the funds will be generated from grants and donations while beneficiary households and TVRA will co-fund directly or indirectly 20% of the budget. Multi-stakeholder engagements will ensure performance tracking, learning and accountability.

The Board of Directors therefore calls upon donors, governments and the private sector to support this Strategic Plan aimed at transforming Northern Uganda in to a region of peaceful, healthy and prosperous people that live in safety and dignity.

Most sincerely,

A handwritten signature in black ink, appearing to read 'Alitia', with a large, scribbled circular mark above it.

Alitia Elia

Executive Director, The Victim Relief Alliance

MESSAGE FROM THE BOARD CHAIR

We at *The Victim Relief Alliance* believe that any effort to end poverty and human suffering in sustainable manner must start with empowering the poor to take concrete actions that can permanently remove them from the vicious circle of poverty. Consequently, we prioritize empowerment, capacity development and mind set change through the various programs, activities and trainings in various fields.

As a way of furthering our vision of empowering communities, TVRA sets both short term and long-term goals to ensure a guided approach to our organizational work. These plans include this new strategic plan, that have evolved through an extensive review of the valuable lessons learned over the years, recommendations from stakeholder consultations and wide-ranging analysis of the most current interventions and from the available information about Uganda and across the world.

As a Strategic Partner in pursuit of Uganda's Development goals, TVRA will contribute to the well-being of people and sustained wealth creation efforts in specific program areas of Environment and climate change adaptation; Livelihood and Sustainable agriculture; Governance, accountability and rule of law; Promotion of primary health care services; Conflict, peace building and alternative dispute resolution; Education; Institutional strengthening; and Research, publication and training.

In many ways, the TVRA Strategic Plan (2020–2025) represents a blueprint for realizing many interventions and ambitions. The strategic ambition embraces the new momentum generated by the results of the previous years and captures them in

a programme of work that exploits TVRA's strengths. Recognizing the ever-changing Development context, we are repositioning TVRA by building on our areas of strength and on our commitment to make the organizational shifts that are necessary to make us more responsive to changes and diverse demands when they arise. Together with our networks, the Board and partners, we call for the support and solidarity of all our friends, supporters and all other like-minded partners in our journey to a resounding success in putting a stop to the degradation of the planet's natural environment and building a future in which humans live in safety and dignity.

TVRA hopes to place citizens in the forefront of their development and propel their efforts to sustainable development of the citizens.

I acknowledge the support and contribution of all those who participated during the implementation of the previous plan and development of the new one. We believe delivery of the new plan shall create a platform for involvement of all stakeholders including; government agencies, development partners, the broader TVRA Network Advisory Group and consultants, the private sector, CSOs and CBOs for through which strategic partnerships shall be promoted.

I appreciate the role played by Malteser International and Germany Government for their enormous support in funding TVRA's intervention in greater Arua.



Dr. Andama Edward

Chairperson BOD of Director, The Victim Relief Alliance

ACRONYMS

BOD-Board of Director

CBOs- Community Based Organizations

DRC- Democratic Republic of Congo

ECD-Early Child Development

ESTs- Environmentally sound technologies

FAO-Food and Agricultural Organization

FBOs, Faith Based Organizations

IEC- Information Education and Communication

IPI- International poverty line

KRAs- Key Results Areas

NAIDA-Nile Agreement for Integrated Development Association

PET- Public Expenditure Tracking

PLWAs- Person living with Aid and HIV

PWDs – Person with disability

SDGs-Sustainable Development Goals

SGBV-Sexual and Gender based Violence

SO-Strategic Objective

SSA- Sub-Saharan Africa

SWOT-Strength weakness opportunities and threats

TVRA-The Victim Relief Alliance

UNESCO- United Nations Educational, Scientific and Cultural Organization

UXOs- Unexploded ordinances

ZOA- Zionist Organization of America

CHAPTER ONE

BACKGROUND

"By failing to prepare, you are preparing to fail."

-Benjamin Franklin

1.0 Introduction

In this introductory chapter, we introduce our organisation, outline our key programme areas, key achievements from first strategic development plan, purpose of this strategic plan, methodology used to develop this plan and planning assumptions used.

1.1. Historical synopsis

The Victim Relief Alliance (abbreviated as TVRA) is a Ugandan indigenous nonprofit organization. Formerly called Nile Agreement for Integrated Development Association (NAIDA), TVRA was founded in July 2007. TVRA is formally registered with National Bureau of Non-Governmental organizations at Ministry of Internal

Affairs of republic of Uganda. Our registration number is 5022(INDR149633616NB) while our permit number is 5424(INDP0003616NB).

TVRA is a member of a number of other organisations with similar aims and objectives. These include Arua District NGO Network, Charter for Change, National NGO Forum, West Nile Humanitarian Actors Platform, Catalyst East Africa and The Nile Clean energy Alliance.

The primary focus of TVRA is to empower poor and marginalized communities to actively confront their underdevelopment occasioned by high levels of poverty and disasters. This will enable them to live dignified and worthy lives.

This is the second strategic plan that TVRA as produced. Through the implementation of first 5 year strategic plan (2015-2019), TVRA made a number of achievements (refer to 1.3). From implementation of this first strategic plan, TVRA learnt some key lessons that has informed the development of this second 5-year strategic plan. It has dawned on us that a lot more remains to be done. Refer to our leading development challengers presented under 4.2.

Recognizing these critical issues persist, TVRA has developed this second 5 year strategic plan to redefine its mission and vision of the future. TVRA will deploy its institutional resources to contribute to a future where sustained agricultural productivity and economic success depend on reliable access to environmental goods and services, as well as the assets and capacities to withstand environmental hazards and shocks.

TVRA strongly believes that small rural producers and their communities are often on the frontlines of environmental stewardship, creating significant environmental value through their approaches to rural development. TVRA envisages that adopting these approaches would promote improved and more resilient sustainable livelihoods,

economic and social development resilience among all rural communities in Northern Uganda.

1.2. Key programme areas

Our key thematic areas (*Key Results Areas-KRAs*) of programmes interventions include the following areas:

1. Environment and climate change adaptation;
2. Livelihood and Sustainable agriculture;
3. Governance, accountability and rule of law;
4. Promotion of primary health care services;
5. Conflict, peace building and alternative dispute resolution;
6. Education;
7. Institutional strengthening; and
8. Research, publication and training.

1.3. Key achievements

Over the last 12 years, TVRA made a number of achievements through the first strategic development plan. These include the following among others:

First, under *strengthening youth councils and youth entrepreneur's skills*, TVRA trained 300 youth council executives on leadership skills and group dynamics in six (6) sub counties of Terego district; TVRA successfully trained 300 young entrepreneurs on business skills and management drawn from the six (6) sub counties of Terego District; and TVRA conducted career guidance in 3 technical schools and 21 secondary schools in Arua District.

The second category of TVRA achievement fall under *promotion of clean energy solutions*. TVRA distributed 3000 cook stoves, 1000 solar lanterns, 200 water purifiers, and 5 tons of briquettes to refugees and host communities households. TVRA also promoted and sold 200 solar home systems in the greater Arua District.

The last category of TVRA achievements fall under Capacity Strengthening for improved services with support from ZOA. Under this intervention, TVRA successfully trained the following categories:

- 120 water user committees on leadership, hygiene and sanitation in Omugo I and II in Rhino camp refugee camp; and
- 200 paralegals and community structures in Rhino camp refugee settlement.

TVRA also trained local council 1 officials, refugee welfare councils I and III, parish chiefs and parish councilors on the application local court act 2006 at Ariwa, Ongurua and Omugo I and II refugee camps. Other stakeholders like youth, women, local council one chairpersons, and refugee welfare councils I-III were trained on land use rights in Yelulu and Katiku I-IIIs under Rhino camp refugee settlement. Sub county leaders in Omugo were also trained on land use Rights. Similarly, religious leaders of both the host and refugee communities of Omugo I and 2 were successfully trained on peace building and conflict resolution.

1.4. Financiers

We are immeasurably grateful our financiers for their financial support that enabled used to execute our plans. We are talking about BMZ /MI.

1.5. Key Partners

Our key development partners include Caritas Nebbi, Ecological Christian Organization, Enventure Enterprises, Arua District NGO Network, and Charter for change, West Nile Humanitarian Platform and Dr. Emily Sample of George Mason University.

1.6. Purpose for developing this strategic plan

This strategic plan has been developed to serve a number of purposes. First, the plan offers TVRA with a *renewed strategic focus* over the next five years. This strategic plan does this by informing TVRA board, management, staff and partners about the vision and mission, values and strategic direction of the organization. It further provides strategies for TVRA to grow and improve on the service to its clients in Northern Uganda. The plan provides the necessary guidance to the board and management on key activities that aim to achieve the organization's vision. In sum, this plan will enable us to remain focused on our strategic intent.

Second, the business environment of TVRA is characterized by constant changes in political, social, economic, and technological environment. Such changes are likely to have far reaching effects on operations of TVRA. Therefore, this strategic plan is intended to provide a basic framework that will enable TVRA cope with volatile business environment in innovative and creative manner. It will give TVRA the agility it needs to serve its constituents in northern Uganda.

Finally, this plan provides TVRA with stability for its operations and programmes. It will thus guard against erratic changes in operations and programmes. However, the plan is flexible enough to allow the TVRA to adjust to changes in its needs as well changes in its operating environment.

The strategic plan is fully owned by TVRA and will be used as a guiding document in our strategic and operational activities for the 5 year planning period using the calendar year from 1st January- 31st December. This plan is effective 2020.

1.7. The Process of Developing this Strategic Plan

This strategic plan has been developed using participatory approach. As such, a wide range of stakeholders were involved. These included board members, senior management team, technical staff, beneficiary representatives and representatives from the local governments.

The process started with a review of the previous strategic plan (2015-2019), review of the annual reports and other consultative processes. These processes produced a wealth of information concerning the new strengths, weaknesses, opportunities and threats (SWOT), which were taken into account in the formulation of this strategic plan.

The draft plan was shared with key stakeholders and the board. Feedback was used to refine the plan. The board approved it on the 20TH day of December 2020. The final document was published.

1.8. Planning assumptions

The following are some of the planning assumptions identified: development partners will be willing to support TVRA projects; resources will be available to implement the strategic plan; TVRA staff will have the capacity to execute the plan; relevant ministries and local governments will be ready to work with and support TVRA; and, beneficiary communities will fully support our interventions and maximize benefits from them.

CHAPTER TWO

STRATEGIC ANALYSIS¹

2.0. Introduction

In this chapter, we present TVRA’s strategic analysis as at January 2021. This provides the basis for determining the areas for our focus in the next five years. It documents lessons we have learnt from the past, current trends, and the future scenarios forecasts. It provides the bedrock for our strategic response and initiatives. In this chapter, we summarize our context analysis, SWOT analysis, stakeholder analysis and risk analysis and mitigation measures.

2.1. Context analysis

In this context analysis, we introduce you to the challenging environment TVRA operates in. An environment characterised by *widespread poverty, climate change effects, governance challenges, poor social services delivery, limited research and weak institutional capacity*. We examine these to inform our strategic intent and direction.

Widespread Poverty

We start our analysis with *poverty*. In the definition of World Bank (2000), “Poverty is pronounced deprivation in well-being” (p. 17).

¹ Some call it as CONTEXTUAL ANALYSIS or SITUATIONAL ANALYSIS

Deprivation, according to the poor, means “... to be hungry, to lack shelter and clothing, to be sick and not cared for, to be illiterate and not schooled.” In a similar tone, Uganda Bureau of Statistics (2012) defines absolute poverty as “A condition of extreme deprivation of human needs, characterised by the inability of individuals or households to meet or access the minimum requirements for decent human well-being such as nutrition, health, literacy and shelter” (p. 60). The above definitions of poverty look at poverty from deprivation angle.

However, poverty is often defined using *international poverty line* (IPL). The current IPL for low income countries is \$1.90 per day (purchasing power parity of 2015).² Therefore, all those living on less than \$1.90 per day are living in extreme poverty. The concept of poverty is related to, but distinct from, inequality and vulnerability (Haughton, and Khandker, 2009).³

Uganda and the rest of the world has been fighting poverty in the world. Some success has been scored. For instance, the global share of people in extreme poverty⁴ decreased consistently since 1990, from over 35% of the world population to less than 10% in 2015 (Development Initiatives, 2019).⁵ Similarly, Uganda made significant progress in eradicating poverty. For instance, Uganda managed to reduce poverty levels from 56.0% in 1993 to 21.4% in 2016 (Development Initiatives, 2020). Uganda achieved the first millennium development goal of halving the number of people in extreme poverty.⁶ Further still, Uganda was listed as the 9th most successful country in Africa as regards poverty eradication.⁷ The percentage of Ugandans

² In 2018, the World Bank presented two more poverty lines at US\$3.20 a day (lower-middle-income countries) and US\$5.50 a day (upper-middle-income countries.) to reflect national poverty lines in lower-middle-income and upper-middle-income countries.

³ *Inequality* focuses on the distribution of attributes, such as income or consumption, across the whole population. *Vulnerability* is defined as the risk of falling into poverty in the future, even if the person is not necessarily poor now; it is often associated with the effects of “shocks” such as a drought, a drop in farm prices, or a financial crisis. Vulnerability is a key dimension of well-being since it affects individuals’ behavior in terms of investment, production patterns, and coping strategies, and in terms of the perceptions of their own situations.

⁴ Those living on less than \$1.90 a day.

⁵ 2015 is the most recent year for which we have globally comparable poverty data.

⁶ Millennium Development Goals Report for Uganda 2013

⁷ Millennium Development Goals Report for Africa 2014

living in absolute poverty has been on a substantial decline, and the finance ministry in the country projected that the extreme poverty level will be reduced to 10% in the future.⁸ This success has been attributed to the deliberate efforts to combat poverty in the country by numerous national strategies.

Despite these impressive successes scored in the fight against poverty, poverty still stands out as one of the biggest challenges facing the present human race. According to Development Initiatives, (2019), extreme poverty is increasingly becoming concentrated in sub-Saharan Africa (SSA). For example, the percentage of extremely poor people living in SSA rose from 15% (1990) to 56% (2015). The picture becomes clearer when you compare the performance of SSA region with East Asia and Pacific region which reduced its percentage of extremely poor people from 52% (1990) to 6% (2015).

According to Development Initiatives, (2020), Uganda still remains one of the poorest countries in the world despite significantly reducing its poverty rate. For instance, one in five Ugandans still live in extreme poverty and more than a third live on less than \$1.90 a day with 70 percent still depending primarily on agriculture for their livelihood (World Bank, 2020). The World Bank (2016, pp. 21-22) observed the following:

However, Uganda's progress in reducing poverty is not an unqualified success and Uganda remains a very poor country. The low national poverty rate of 19.7 percent reflects a poverty line that is too low. An updated poverty line would suggest a third of Ugandans remain unable to meet their basic needs. In addition, vulnerability to poverty is high which makes it hard for individuals to sustain gains in welfare. Moreover, poverty is increasingly concentrated in the Northern and Eastern regions.

What is the profile of the poor in Uganda? According to Uganda Poverty Assessment Report (World Bank, 2016), the profile of the poor in Uganda⁹ was described as follows: First, most of the poor in Uganda

⁸ Millennium Development Goals Report for Uganda 2013

⁹ The poverty profile of Uganda resembles the global profile which shows that 80 percent of the poor worldwide live in rural areas, 64 percent work in agriculture, 44 percent are 14 years of age or younger, and 39 percent have no formal education (World Bank, 2016).

live in rural areas. For example, one in four rural Ugandans lives in poverty compared to just one in ten urban Ugandans. Second, some regions of Uganda are poorer than others. For example, in 2013, approximately 84 percent of the poor lived in the Northern and Eastern regions of the country. In other words, the North East and West Nile sub regions have a very high poverty headcount. That is, 74 percent of the population in North East sub region live below the national poverty line while poverty in West Nile (43 percent) and Mid-Northern (35 percent) sub regions are much higher than the national average. In line with such glaring regional inequalities, the report emphasized that:

A focus on the Northern and Eastern regions will be needed for Uganda to end extreme poverty and boost shared prosperity as well as to reduce social and political tensions that can emerge from stark differences across regions. World Bank, (2016:18)

The Northern region is the worst, largely because the conflict took lives, damaged communities, destroyed assets, and had lasting effects on the aspirations of many individuals. Households in the north are larger and more likely to be headed by a woman and are more likely to have a household head with no education.

Uganda Poverty Assessment Report (World Bank, 2016) had other findings worth noting. Those in the bottom 40 percent live in larger families and have more dependents than the top 60 percent. Poorer households are more likely to report farming as their primary occupation. More than half of the households in the bottom 40 percent (53 percent) depend on agricultural production as their main source of income compared with 39 percent of those in the top 60.

COVID-19 Pandemic

According to a recent World Bank report titled “*Poverty and Shared Responsibility 2020: Reversals of Fortune*” COVID-19 pandemic, armed conflicts, and climate change have reversed the gains in the fight against poverty and escalated poverty around the world. This 2020 World Bank report noted that COVID-19 pandemic might have pushed more than 100 million people into extreme poverty in 2020.

Apart from pushing millions into poverty, COVID-19 pandemic has changed the global poverty profile. The global poverty profiles have always revealed that the global poor are predominantly rural, young, poorly educated, mostly employed in the agricultural sector, and live in larger households with more children (Castañeda, 2016). COVID-19 pandemic has changed the old poverty profile by creating another category of the poor labeled the “*new poor*.” These new poor are more urban, better educated, and less likely to work in agriculture than those living in extreme poverty before COVID-19 (World Bank, 2020).

Climate Change

Reducing poverty, improving health and livelihoods, and enhancing the resiliency of vulnerable communities are moral imperatives of our times. Indeed, they are central goals of governments, development agencies and banks, and national and international organizations around the world. However, achieving these goals in the 21st century will be exceedingly difficult, if not impossible, if the world fails to address climate change adequately. Hottle, and Damassa, (2018:5).

The above citation underscores the urgent need to mainstream climate change adaptations into development agenda and interventions of current century. Climate change is a threat to poverty reduction (World Bank, 2020). Hallegatte, et al. (2016, p. 1) demonstrate devastating effects of climate change as follows:

Climate change threatens the objective of sustainably eradicating poverty. Poor people and poor countries are exposed and vulnerable to all types of climate-related shocks—natural disasters that destroy assets and livelihoods; waterborne diseases and pests that become more prevalent during heat waves, floods, or droughts; crop failure from reduced rainfall; and spikes in food prices that follow extreme weather events.

According to World Bank (2020), climate change may drive about 100 million additional people into poverty by 2030. Climate change drive people to poverty through *extreme weather*,¹⁰ pests and diseases, and hotter temperatures. These disrupt livelihood means like agricultural

¹⁰ Volatile weather is a hallmark of climate change, and it can manifest in any number of ways like severe droughts, catastrophic floods, severe storms, heat waves, cold snaps, frosts.

and livestock production. The World Bank estimates that some 1.47 billion people around the world are living in areas with high flood risk, including about 132 million poor people, as defined by the international poverty line of US\$1.90 a day. If using higher poverty lines (for instance, the US\$5.50 line), about half the population are exposed to catastrophic floods is poor.

Hallegatte and associates opined that it will be impossible to end poverty without addressing climate change.¹¹ Therefore, one of the keys to development is climate change adaptation. For example, FAO, (2017) projects that farm incomes would increase by 30% if farmers could effectively mitigate risks linked to climate change.

Available empirical evidence suggests that climate change disproportionately affects the poor people. According to FAO, (2017), 75% of the extreme poor reside in rural areas and depend on climate-sensitive activities such as agriculture, and rural livelihoods. Impacts of climate change are likely to be felt most acutely by the elderly, the youth, the powerless, indigenous peoples, immigrants and women.

The foregoing discussion highlight the relationship between climate change and poverty. Climate change is an obstacle to ending rural poverty in two ways (FAO, 2017). First, climate change lowers access to arable land, fish stocks and forests; lowers agricultural productivity, income opportunities and economic growth; lowers resilience of agricultural livelihoods; and reduces poor rural people's assets (housing, savings, crops, land, health, access to water, infrastructure). Second, climate change increases extreme weather events;¹² human and animal diseases; food insecurity¹³ and natural resource depletion; and distress migration.

¹¹ Hallegatte, et al. (2016, p. 1) argued that: Ending poverty will not be possible if climate change and its effects on poor people are not accounted for and managed in development and poverty-reduction policies. But neither can the climate be stabilized without acknowledging that ending poverty is an utmost priority.

¹² Even small changes in seasonality of rainfall, temperature, and wind patterns can push rural people and marginalized people into chronic poverty because they lack access to adaptation and coping strategies.

¹³ Climate change threatens to cause global crop-yield reductions as large as 5% in 2030 and 30% in 2080.

TVRA intends to work with other stakeholders to build inclusive rural economies and promote sustainable agricultural practices. This will in return improve the productivity and livelihoods of the poor people while at the same time increasing their resilience and adaptability to climate change. Efficacious management of resources like land and livestock are key to fighting poverty and addressing climate change.

Specific climatic change adaptation measures include introducing improved cookstoves;¹⁴ intermittent aeration strategies for lower-emissions rice production; conservation agriculture, agroforestry, and other alternatives to crop residue open burning and slash-and-burn agriculture;¹⁵ and strategies that complement efforts to reduce emissions of hydrofluorocarbons (which are used as refrigerants) such as “cool” roofs and more-energy-efficient housing (Hottle, and Damassa, 2018:5).

Armed Conflicts

Armed conflicts need to be emphasized more here. The World Bank report (2020) noted that armed conflicts create and exacerbate poverty. These conflicts undermine poverty alleviation efforts by creating “*conflict debt*”, reducing long-term *workforce productivity*, inhibiting

¹⁴ **Clean cookstoves** can reduce household air pollution, including black carbon, thereby providing large benefits to human health, particularly of women and children. However, not all “clean” or “improved” cookstoves necessarily reduce black carbon emissions, and therefore stove design and construction needs to be carefully considered if climate benefits are to be realized alongside development ones. Transitioning from more efficient biomass cookstoves to other options, such as liquid petroleum gas (LPG) or electrified cooking, would nearly eliminate household air pollution from cooking and reduce drudgery associated with fuelwood gathering, but challenges to the adoption of “modern” fuels remain. Hottle and Damassa, (2018, p.5).

¹⁵ **Reducing the use of fire in agriculture** can help increase the sustainability of farming systems while reducing black carbon and methane emissions. Practices such as agroforestry (the cultivation of trees on farms for food, fodder, timber, and biomass for energy) and conservation agriculture (the retention [*i.e.*, not burning] of crop residues on the soil surface, minimum tillage, and proper crop rotation) offer more sustainable alternatives to burning. Although it is not always clear how substantial the benefits will be for income generation or agricultural yields, and in some cases there may be tradeoffs, there are likely to be farmer health and livelihood benefits, in addition to environmental and climate ones from promoting increased access to inputs, agroforestry, conservation agriculture, and composting. However, innate challenges exist in expanding adoption of such practices as fire is an inexpensive tool for farmers—especially low-input farmers. Enabling them to switch to other methods of production will likely require a combination of incentives and policies to discourage burning. For example, increased access to affordable farm inputs such as fertilizer and lime, which can add nutrients and neutralize soil acidity, can also reduce the need to burn, although there may be environmental trade-offs. Hottle and Damassa, (2018, p.6).

capital inflows, and reducing state’s ability to pursue effective poverty alleviation strategies and policy interventions (World Bank, 2020).¹⁶ These conflicts also create refugees, asylum seekers and internally displaced persons. Crawford, O’Callaghan, Holloway, and Lowe, (2019) adduced the following empirical evidence:

Concurrent emergencies in South Sudan, the Democratic Republic of Congo (DRC) and Burundi led to close to 1 million people arriving in Uganda between June 2016 and July 2018. With 1.24 million refugees as of March 2019, the country is now home to the largest refugee population in Africa and the third largest globally. p.4.

Crawford and associates continued to argue that these large numbers have had major implications in terms of supporting development approaches to refugee hosting and the achievement of self-reliance. Most refugees live in extreme poverty and food insecurity. Empirics cited by Crawford and associates show that 80% of refugees live below the international poverty line of \$1.90/day while 89% of refugee households had experienced food insecurity in 2018. Unfortunately, this refugee crises is not about to end. The World Bank lists Uganda and her neighboring countries like Central African Republic, Democratic Republic of Congo, South Sudan, and Burundi on list of fragile and conflict-affected situations in the year 2021.¹⁷ This implies that armed conflicts and refugees influx can happen any time in this region. It also perpetuates protracted refugee situations.¹⁸ This increases the burden of hosting refugees on host country and host communities.

¹⁶ New research commissioned for this report shows how conflict weakens poverty reduction long term by creating a “conflict debt” that a country can only resolve by maintaining peaceful conditions for a sustained period once violent conflict ends. Armed conflicts affect long-term workforce productivity through less access to education, increases in deaths and injuries, more stunting, and worsened mental health.

¹⁷ The World Bank statistical model estimates that there is a 3.5%, or approximately 1 in 29, chance of a new mass killing beginning in Uganda in 2020 or 2021. Uganda ranks 25th highest-risk among 162 countries.

¹⁸ UNHCR defines a protracted refugee situation as “one in which refugees find themselves in a long-lasting and intractable state of limbo. Their lives may not be at risk, but their basic rights and essential economic, social and psychological needs remain unfulfilled after years in exile. A refugee in this situation is often unable to break free from enforced reliance on external assistance” (UNHCR, 2004: 1). UNHCR further notes that a protracted refugee situation is one in which 25,000 or more refugees from the same nationality have been in exile for five or more years in developing countries (UNHCR, 2004: 2).

Apart from protracted refugee situations, we also have other challenges of hosting refugees. These include ever increasing refugee numbers, limited resources and little international support, security threats, and environmental burdens (Ahimbisibwe, 2018).

Natural disasters

The Uganda disaster risk profile (World Bank, 2019) shows that Uganda is prone to suffer from natural disasters and has suffered several disasters of catastrophic proportions since 1966 Toro earthquake.¹⁹ The National Policy for Disaster Preparedness and Management in Uganda (2010) has identified the following *natural hazards*: drought; famine / food security; floods; landslides and mudslides; epidemics; human epidemics; crop and animal and epidemics; pandemics; heavy storms; pests infestation; and earthquakes. The policy further lists *human induced disasters* like transport related accidents; fires; internal armed conflicts and internal displacement of persons; mines and unexploded ordinances (UXOs); and land conflicts. Other human induced disasters are terrorism; industrial and technological hazards; cattle rustling; other retrogressive cultural practices; and environmental degradation.

Droughts top list of natural hazards in Uganda. Droughts are sustained periods of below-normal water availability. In circumstances of rain-fed agriculture, these droughts have serious negative impacts on Uganda's economy and food security. Unfortunately, droughts are

¹⁹ The World Bank profile looks at 5 major common hazards causing disasters in Uganda: drought, floods, landslides, earthquakes, and volcanoes. Landslides are localized to Eastern and Western boarder parts of Uganda. Southwest Uganda has several extensive volcanic fields, which could put hundreds of thousands of people at risk, should they erupt. A quarter of a million people are exposed to volcanic hazards at Bunyaruguru field alone.¹⁹

one of the major development challenges in Uganda. World Bank (2019, p.6) noted:

Droughts are a recurrent hazard in Uganda. Notable drought events occurred in 1967, 1979, 1987, 1998, 1999, 2002, 2005, 2008, 2010, and 2017. The 2017 drought left more than 1 million people in urgent need of food assistance in Uganda.

The World Bank estimates that on average, once every 10 years a loss of \$ 80 million in agricultural income is expected to occur in Uganda. These are significant losses indeed.

Another hazard is floods. World Bank (2019, p.8) captured the nature and magnitude of the problem as follows:

In 2007, devastating floods occurred in northern and northeastern Uganda. Hundreds of thousands of people were displaced. Nationally, half a million people were affected, 21 reported dead and 170 schools flooded. The DesInventar database of disaster impacts reports on over 1,000 flood events since 2011. In that time, flood has caused at least 480 deaths, damaged 50,000 hectares of crops, and indirectly affected over 4 million people. The number of people directly affected is not well known but, on average, at least 20,000 people have been relocated or evacuated each year since 2001.

Famine is another persistent disaster. The National Policy for Disaster Preparedness and Management in Uganda (2010, p. ix) highlighted the famine problem:

Famine is one of the most frequent types of disasters our country faces from time to time. Despite having the necessary conditions for food security, namely fertile land and a favourable climate for agriculture, a large population of our people fall victim to famine regularly.

These disasters have caused untold human suffering, and undermined the survival, dignity and livelihoods of our citizens, particularly the poor. It also erodes Uganda's hard-won development gains. Disaster risk is increasingly of global concern and its impact and actions in one region can have an impact on risks in another, and vice versa.

In view of above, TVRA will support disaster risk reduction strategies. Such include accurate early warning systems, appropriate dry-land farming, rangeland management, improved soil and water management, integrated watershed management, forestry management (including community forestry), and soil and water conservation practices need to be strengthened. We will also invest in relief and recovery efforts.

Unsustainable Management of the Environment

Unsustainable land management practices use of the environment occasioning to land degradation²⁰ is another current development challenge we must contend with. Stockholm declaration identified land degradation as a major cause economic development throughout the world way back in 1972.²¹ Nearly 50 years later, IPBES, (2018, p. XX) reemphasized land degradation as a global issue:

Currently, degradation of the Earth's land surface through human activities is negatively impacting the well-being of at least 3.2 billion people, pushing the planet towards a sixth mass species extinction, and costing more than 10 per cent of the annual global gross product in loss of biodiversity and ecosystem services. ... Investing in avoiding land degradation and the restoration of degraded land makes sound economic sense; the benefits generally by far exceed the cost.

IPBES, (2018, p. XX) continued to argue that:

²⁰ Land degradation is defined as a negative trend in land condition, caused by direct or indirect human-induced processes including anthropogenic climate change, expressed as long-term reduction or loss of at least one of the following: biological productivity, ecological integrity or value to humans. This definition applies to forest and non-forest land: forest degradation is land degradation that occurs in forest land. Soil degradation refers to a subset of land degradation processes that directly affect soil. Land degradation can be classified into physical, chemical, and biological types. *Physical land degradation* refers to erosion; soil organic carbon loss; changes in the soil's physical structure, such as compaction or crusting and waterlogging. *Chemical degradation*, on the other hand, includes leaching, salinization, acidification, nutrient imbalances, and fertility depletion. *Biological degradation* includes rangeland degradation, deforestation, and loss in biodiversity, involving loss of soil organic matter or of flora and fauna populations or species in the soil (Scherr, 1999).

²¹ The protection and improvement of the human environment is a major issue which affects the well-being of peoples and economic development throughout the world; it is the urgent desire of the peoples of the whole world and the duty of all Governments.-Declaration on Human Environment (**Stockholm Declaration**), United Nations, 1972.

Timely action to avoid, reduce and reverse land degradation can increase food and water security, can contribute substantially to the adaptation and mitigation of climate change and could contribute to the avoidance of conflict and migration. ... Avoiding, reducing and reversing land degradation is essential for meeting the Sustainable Development Goals contained in Agenda 2030.

IPBES, (2018, p. XX) estimates that around 12 million hectares of land are lost each year to degradation. In addition to harming the wellbeing of at least 3.2 billion people, land degradation costs more than 10% of annual global GDP in lost ecosystem services like preventing harmful nutrient run-off into streams or decreasing the effects of floods. **Halting and reversing current trends of land degradation could generate up to USD 1.4 trillion per year of economic benefits and go a long way in helping to achieve the Sustainable Development Goals.**

Causes of land degradation are classified into proximate and underlying. Proximate causes of land degradation are those that have a direct effect on the terrestrial ecosystem. The proximate causes are further divided into biophysical proximate causes (natural) and unsustainable land management practices (anthropogenic). The underlying causes of land degradation are those that indirectly affect the proximate causes of land degradation. For example, poverty could lead to the failure of land users to invest in sustainable land management practices. Population density could lead to intensification or to land degradation, depending on other conditioning factors.

Land degradation in northern Uganda has been aggravated by presence of refugees. The nexus between refugee hosting and environment needs to be expounded here. Ahimbisibwe, 2015 (as cited in Ahimbisibwe, 2018), noted that:

Refugees depend on the environment for firewood, construction poles, cultivation and fishing in lakes, rivers and swamps. This leads to the abuse of the environment especially where refugee numbers outnumber the available resources.

Duguma, and associates (2019, p.16) illustrated the impact of refugees on the environment of Arua district as follows:

The situation in Arua is an illustrative case of land use change and loss of vegetative cover upon the arrival of refugees. When a refugee community settles, they need to build residential accommodation, cook food, access water for drinking and washing, and obtain wood to make their farm implements and household utensils. These urgencies put intense pressure on the natural environment.

Another recent report (World Vision, 2017) confirmed that wanton tree felling is going on in Rhino and Imvepi refugee settlements in Arua district for fuel consumption, creation of settlement areas and construction purposes in the settlements and surrounding areas. It raised the concern that the rate of tree harvesting was surpassing the regeneration capacity and, in a foreshadowing of what is happening today, that it was only a matter of time before the impact begins to be felt widely.

Globally, there is wide recognition of the diverse interrelationships among economic growth, poverty reduction, environmental sustainability and social inclusion. The 2030 Agenda and Sustainable Development Goals (SDGs) constitute a solid framework for international cooperation that fully recognizes these interrelationships. Along with the Paris Agreement on Climate Change, the 2030 Agenda aims to increase countries' accountability for environmental sustainability and addressing climate change. The global community has also committed to mainstreaming biodiversity in development and agriculture through the Biodiversity Convention's Cancun Declaration and the International Treaty on Plant Genetic Resources for Food and Agriculture, IFAD's Strategic Framework (2016-2025).

In light of the foregoing discourse, TVRA will promote sustainable land management (SLM). We will promote *environment-related*

*defensive activities*²² including but not limited to land restoration and rehabilitation; environmentally sound technologies (ESTs);²³ ecological ethics;²⁴ organic farming; agroforestry and advocacy for policy reforms.

Poor Social Services Delivery

Another troublesome factor in the operating environment of TVRA has to do with the poor delivery of *health* and *education* services. Yet these services are critical in human capital development.

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. SDG 4

Ensure healthy lives and promote well-being for all at all ages. SDG 3

The delivery of social services in Uganda is still poor. Quantities are inadequate and qualities are relatively poor. This already bad situation is worsened by influx of refugees into Uganda.²⁵ Ministry of Education and Sports, (2018, p.9) summarized this situation as under:

²² Environment-related defensive activities are activities that may include (a) preventive environment protection, (b) environment restoration, (c) avoidance of damage from repercussions of environmental deterioration and (d) treatment of damages caused by environmental repercussions.

²³ According to chapter 34.1 of *Agenda 21*, environmentally sound technologies are technologies that protect the environment, are less polluting, use all resources in a more sustainable manner, recycle more of their wastes and products, and handle residual wastes in a more acceptable manner than the technologies for which they were substitutes.

²⁴ Moral principles governing the human attitude towards the environment, and rules of conduct for environmental care and preservation.

²⁵ More than 50% of the refugee population in Uganda is located in refugee settlements in the West Nile region. In the 5 districts in the West Nile there are almost a million refugees making up 32% of the population, while in the Districts of Adjumani and Moyo refugees now make up well over half of the total population. More than 400,000 refugees live in the central and southern districts of Hoima, Kyegegwa, Kamwenge, Isingiro, and in Kampala. Source: Ministry of Education and Sports. (2018, p.9).

The unprecedented mass influx of refugees into Uganda in 2016 and 2017 has put enormous pressure on the country's basic service provision, in particular health and education services. Refugees share all social services with the local host communities. The refugee hosting districts are among the least developed districts in the country, and thus the additional refugee population is putting a high strain on already limited resources.

The major barriers to education of migrants and refugees are exclusion, limited access, immigrant children lagging behind their peers in host countries, underfunding, inadequately prepared teachers, among others (UNESCO, 2018).

Government of Uganda policy is integrated service delivery to benefit both nationals and refugees. Hon. Janet K. Museveni, First Lady and Minister of Education and Sports affirmed this commitment in following words:

No one chooses to become a refugee, and we therefore treat the most vulnerable children who were forced to flee from their country of origin with dignity, as much as we do to our children in Uganda.

Limited Research, Publication, and Training

Published evidence on impact of hosting refugees is limited. Most studies and international attention focus on refugee camps and the needs and problems of the refugees themselves, while the impact that the refugees have on the host community is often overlooked. Aware of this big research gap, Mabiso, Maystadt, Vandercasteelen, and Hirvonen, (2014, p. 3) observed that “We need to push the research agenda forward in several directions.” Similarly, specialized training on refugee studies, relief work, development work, good governance and NGO management are woefully inadequate.

Weak Institutional Capacity

TVRA is relatively young local national NGO. The organisation has young systems which are still being developed and seasoned. The organisational culture is being strengthened and inculcated into

stakeholders. The board is young while the staff are few. We are under resourced and lack some basic facilitative machinery like vehicles, motorcycles, computers and accessories among others.

TVRA will invest in institutional capacity development for improved service delivery. Consequently, board development, staff training and management development will be prioritized. Resource mobilization and other institutional capacity development interventions will be top on TVRA development agenda.

Development is inherently complex and the combination of shifting wealth, economic convergence and the dynamic movement of well-being factors adds further complications.

Summary of the Problems

Our mother problem is poverty. Significant proportions of our current population are languishing in poverty. For instance, the March 2021 global poverty update from the World Bank shows that 696 million people are poor (IPL=\$ 1.90).²⁶ Similarly, one in five Ugandans are poor (Development Initiatives, 2020). The poverty situation has been aggravated by COVID-19 pandemic, armed conflicts, and climate change (World Bank, 2020). According to a recent World Bank report, COVID-19 pandemic might have pushed more than 100 million people into extreme poverty in 2020. In the same report, World Bank (2020), estimates that climate change may drive about 100 million additional people into poverty by 2030. The report further noted that armed conflicts have created refugee crises. With 1.24 million refugees as of March 2019, Uganda is now home to the largest refugee population in Africa and the third largest globally. Empirical evidence shows that 80% of these refugees live below the international poverty line of \$1.90/day while 89% of refugee households had experienced food insecurity in 2018 (Crawford, O’Callaghan, Holloway, and Lowe, 2019). The detrimental effects of refugees on the environment has been documented.²⁷ Natural disasters, unsustainable management of the environment, poor social services delivery, limited research, publication, and training, and weak institutional capacity are other development challenges we have to address.

2.2. SWOT Analysis

Since its foundation in 2007, TVRA has been pursuing its strategic intent. However, environmental factors continue to impact on its performance. These factors are categorized as strengths, opportunities, weaknesses and threats. These are described as under:

²⁶ The number rises to 1821 million when IPL is raised to \$ 3.20 and rises to 3269 when IPL is raised to \$ 5.50.

²⁷ The ecosystem loss due to refugee settlement was estimated at USD 90.7 million for 2016/17, constituting about 28 percent of the total public cost on refugee protection and management in Uganda (FAO, 2017).

Strengths are characteristics of the organization that gives it advantage over others in the industry. Our strengths include the following:

- *Competent board of directors.* We have a strong, professional, respected and diverse board of directors with experience and exposure to development issues. A board that will provide effective board governance for TVRA.
- *Formal legal status.* TVRA is legally registered and therefore, accepted and recognized by the government, development partners and communities.
- *Productive culture.* We operate on honesty, innovativeness, and high sense of volunteerism.
- *Ability to mobilise resources.* These include financial, human, and other resources needed for service delivery.
- *Strong and committed internal team of staff.* The team is experienced, committed and cohesive.
- *Pragmatic approach.* TVRA uses highly participatory, evidence-based and self-reliance driven approaches.
- *Pro-poor targeting.* We prioritize vulnerable and excluded social groups and disaster stricken.
- *Broad-based partnerships.* We have and continue to develop broad-based partnerships with funding partners, implementing partners and local communities anchored on transparent and accountable partnerships principles.
- *Business wing.* We promote social enterprises approaches to sustain our interventions through enhancing access to clean energy solutions, honey processing, among others aimed at sustaining TVRA in future.
- *Management policies and operational guidelines.* We have several policies and guidelines like assets management policy, board governance policy, gender policy, HIV/AIDS workplace policy, human resource policy, international humanitarian code of conduct and procurement policy.

Weaknesses are characteristics of the organisation that place it at disadvantage relative to others in the industry. TVRA has following weaknesses:

- *Short term funding.* We mainly operate short term projects. This implies that we may have no projects at certain times. This creates uncertainty with implications for staff retention.
- *Inadequate visibility.* TVRA brand has been less visible than it actually should have been due to inadequate documentation, communication and publicity of her activities, interventions and achievements.
- *Inadequate staffing.* This may militate against our capacity to mobilize resources and effectively implement the programs.
- *Limited financial resources.* One of TVRA's biggest challenges is to grow its funding base. Growing the funding base means increasing TVRA's budget to match an expanding work programme and emerging expectations.
- *Limited capacity for research and publication.* TVRA has no research unit to lead research activities for purposes of generating evidence to inform advocacy and lobbying initiatives.
- *Newness of a social enterprise concept.* That is, the concept of a social enterprise is new and requires strong market development to promote a business approach for sustaining organizational sustainability.

Opportunities are external elements in the environment that give benefits for the organisations. Some of these opportunities include the following inter alia:

- *Presence in northern Uganda.* The presence of TVRA in northern Uganda an opportunity that will enable it to deliver its made to its constituents.

- *Openness and willingness of governments.* This openness provides a tremendous opportunity to engage government agencies and officials at all levels to secure the necessary space for the smooth functioning of civil society organizations like TVRA.
- *Presence of development partners.* Many development partners exist in northern Uganda in general and west Nile region in particular. This is an excellent opportunity to strengthen or form strong partnerships with other organizations such as UN agencies, Dan church Aid, Care International, Plan International, GIZ among others.
- *Worthy course.* There is a consensus among development partners that in the world problems like sustainable environment, poverty alleviation, social services delivery, human rights and others are worth fighting for.
- *Widening membership.* Steady increase in membership of TVRA is another good opportunity.
- *Relative peace and security in the region.* This will enable us to implement our programmes without possibility of being disrupted by insecurity.
- *Participatory LGs development approach.* Local governments' adoption of rights-based approaches to inclusive planning with high levels of citizens' participation.
- *Enthusiastic stakeholders.* This will enable us to fully benefit from stakeholders' participation in our programmes.

Threats are external elements in the environment that could cause trouble for the organisations. We have identified the following threats:

- *Widespread poverty.* Poverty is widespread and the levels are rising among the intended beneficiary communities. This is likely to undermine their capacity to fully participate in our programmes.
- *High dependency syndrome.* Closely related to poverty is high dependency syndrome among grassroots communities. There much belief in endless flow of handouts (relief items).

- *Climate changes.* This may negatively affect our agricultural and natural resources regeneration intervention programmes and projects.
- *Unpredictable operating environment.* Over the years, government has increasingly passed legislation that narrows operating space for CSO operations.
- *Donor funding challenges (changing funding landscape).* We have very few donors. ^{Name them.} Worse still, many local NGOs are struggling to secure funding from few development partners. Donor dependence, donor fatigue and duplication perception make the situation troublesome. Donor funds have become highly competitive and difficult to secure. The global funding situation is increasingly becoming competitive.
- *Sustainability challenges.* Being a young organization, TVRA has not yet built capacity and own resource to run its programmes independently without donor support.

To successfully implement this strategic plan, TVRA will seek to harness the identified strengths, exploit the opportunities, manage the weaknesses and neutralize the threats. Failure to effectively do these could result in disastrous failure.

2.3. Stakeholder analysis

Several stakeholders are needed to successfully implement this strategic plan. TVRA is likely to benefit immensely from these stakeholders in form of policy guidance; financial support; sharing of knowledge and experiences, and expertise; as well as mobilization and sensitization. These include the following:

First, we have *governments*. We are talking of government of Uganda and its line ministries like ministry of internal affairs (National Bureau for NGOs), Ministry of Health, Ministry of Education and Sports, Ministry of Water and Environment, Ministry of Lands, Housing and

Urban Development among others. Included under this category are local governments (districts and cities) and lower local governments (municipalities, municipal divisions, town councils and sub counties).

The second category of our stakeholders are the *beneficiaries*. These are refugees, community members (especially the poor, women, children and persons with disabilities). These are the direct beneficiaries. Included here too are business partners (service providers).

The third category of our key stakeholders are *funding partners and implementers* like other NGOs, FBOs, CBOs and the like. The funders provide us with much needed resources to deliver our mandate while other implementers may collaborate with us and augment our efforts as well.

The last category of our stakeholders are the *internal stakeholders*. We are talking of the board, management and the staff of TVRA.

In conclusion, TVRA has identified and engaged these key stakeholders in successfully implementing its first strategic plan. TVRA will continue to engage them to maximize mutual benefits. Mapping and engaging more stakeholders will be done continuously.

2.4. Risk analysis

The implementation of this strategic plan is likely to be negatively affected by occurrences of risks. Therefore, such risks have to be analyzed and mitigation measures prescribed. The risks and their mitigation measures are described as under:

The first category of risks are *political risks*. Politicization of TVRA activities by politicians is one of them. The probability of occurrence is medium and the magnitude of the impact is medium. We will mitigate this risk by emphasizing our apolitical nature and educating politicians on our mandate and efforts to augment government development

interventions. The second political risk is political instability which can disrupt our operations. The probability of occurrence is medium and the magnitude of the impact is high. We will try to mitigate this our peace building interventions.

Economic risks for our second category of risks. Possible high inflation rate is one of the economic risks. The probability of occurrence is high and the magnitude of the impact is high too. TVRA will address this risk by providing for adjustments in its budget. High competition for donor funds is another economic risk. The probability of occurrence is medium and the magnitude of the impact is high. We will use our reputation of using donor funds in frugal manner to mitigate this risk. Our external audit reports from independent auditors will be our witness.

Social risks may also come into play. We are talking of negative attitudes towards development including dependency syndrome. The probability of occurrence is medium and the magnitude of the impact is medium. We will address this risk through attitude and behaviour change communication.

The second last category of risks is *unpredictable weather conditions*. Unreliable rains and hot windy conditions may negatively affect our agricultural, livestock and afforestation programmes. The probability of occurrence is medium and the magnitude of the impact is high. These will be addressed through climate smart agriculture and other mitigation measures.

The last category of risks are *organizational factors*. We are talking about staff retention challenges, sustainability challenges, and inadequate equipment among others. The probability of occurrence is medium and the magnitude of the impact is medium. We will enhance staff motivation and develop sustainability activities.

CHAPTER THREE

STRATEGIC DIRECTION

"If you don't know where you are going, you'll end up someplace else." -Yogi Berra

"Strategic planning is worthless-unless there is first a strategic vision."-John Naisbitt

3.0. Introduction

In this chapter, we present our strategic direction for the next five years. We highlight our mandate, vision, mission, core values, and areas of operation, strategic objectives and strategic initiatives. These provide us with strategic direction in 2021-2025 strategic period.

3.1. Our mandate

The mandate of TVRA is to *engage all stakeholders to empowers the marginalized communities to tackle their under development, promote inclusive social and economic development by adopting new approaches, programmes and modes of state engagement and Stakeholder participation.*

3.2. Our vision

TVRA envisions a world with *"Empowered People are living in Safety and Dignity."*

3.3. Our mission

TVRA exists to *"Empower people whose lives have been shattered by conflicts and disasters through livelihoods improvements, psychosocial support and logistical support."*

3.4. Our core values

In the conduct of its business and affairs, TVRA will be guided by the following core values:

- **Teamwork:** TVRA board and staff work on the basis of mutual respect and accountability, dialogue and collaboration. In our work we seek to understand the views and ideas of others, as well as to recognize the positive contributions of each person, so as to build strong relationships within and beyond the Victim Relief Alliance.
- **Integrity:** TVRA consistently works in a spirit of mutual trust, honesty, transparency and accountability.
- **Diversity:** TVRA seeks to have a workforce that reflects inclusiveness and is diverse by race, gender and geography.
- **Equality, justice and human rights:** We believe in an equal and just society where people live in peace and dignity and have access to the necessary resources and opportunities for sustainable growth.
- **Accountability and transparency:** We believe we should be responsible to each other and to the people and organisations with whom we engage and strive to make our work transparent and accountable.
- **Empowerment:** We believe in independence and long-term solutions to problems through sustainable projects.

- **Environmental conservation:** Commitment to help societies conserve the integrity and diversity of nature to ensure the sustainable use of resources.
- **Professionalism:** Staff at TVRA exhibit high levels of moral and professional practices largely acceptable in the local communities we work with but also in conformity with the laws of Uganda.
- **Transformation:** We help to restore the dignity and wholeness of individuals and communities through spiritual, social, economic, and physical change.

3.5. Target stakeholders

As analyzed in section 2.3 of this plan, our key stakeholders are governments, beneficiaries, funding and implementing partners and the internal stakeholders. Our programme focus will be on primary beneficiaries: refugees and host communities. Vulnerable persons (the poor, women, children, PWDs, PLWAs, and elderly) will be given special attention.

3.6. Geographical areas of operation

Broadly speaking, our geographical area of operation is northern Uganda. However, we will concentrate on refugee hosting districts like Terego, Madi-Okollo, Koboko, Yumbe, Obongi, Adjumani, among others.

3.7. Strategic objectives

SO 1: To promote sustainable environment management and climate change adaptations for sustainable development in northern Uganda.

SO 2: To improve livelihoods of refugees and vulnerable persons in northern Uganda through promotion of sustainable agriculture and other income generation activities.

SO 3: To promote good governance, accountability and rule of law for sustainable development in northern Uganda.

SO 4: To promote provision of quality primary health care services to improve the quality of life and productivity of refugees and other vulnerable persons in northern Uganda.

SO 5: To promote peace building and alternative dispute resolution mechanisms that can bring about sustainable peace and security in northern Uganda.

SO 6: To support the provision of quality education and training services to refugees and other vulnerable persons in northern Uganda, in order for them to acquire knowledge and skills to achieve their full potential in all spheres of their lives.

SO 7: To build a strong institutional capacity of TVRA to enable it to deliver its mandate.

SO 8: To build vibrant research, publication and training capacity of TVRA to inform policies, new approaches and set the pace for development in northern Uganda.

3.8. Programme approaches

We start presentation of our programme approach with wonderful statement for Cooke (2017, p.1) who opined:

Traditional aid design models usually comprise linear, largely pre-planned initiatives, whereby the outcomes and path to achieving them are known from the outset. Such rigid methods are poorly suited to complex problems and contexts, where specific results emerge over time in the course of implementation.

From the foregoing, we derive our first approach. That is, *adaptive programming approach*. Adaptive programming is premised the following thesis (Valters, Cummings, and Nixon, 2016:5):

that development actors may not be able to fully grasp the circumstances on the ground until engaged; that these circumstances often change in rapid, complex and unpredictable ways; and finally that the complexity of development processes means actors rarely know at the outset how to achieve a given development outcome – even if there is agreement on the outcome of interest.

Adaptive programming suggests, at a minimum, that development actors react and respond to changes in the political and socio-economic operating environment. More substantially, a programme may recognize from the outset that change is inevitable, and build in ways to draw on new learning to support adaptations. Therefore, TVRA will be alert to changes in the environment and adapt accordingly.

Another dimension of TVRA approach is *human-rights based approach* (HRBA) to development.²⁸ According to UNICEF Finland (2015), a human rights based approach is focused on conscious and systematic enhancement of human rights in all aspects of project and program development and implementation. HRBA to development promotes human-centered development. It concentrates on people. TVRA has adopted HRBA to development out of its inherent desire to respect and promote human rights in its activities.

Finally, TVRA will use *catalytic approach* to development. We seek to work funding partners who adopt catalytic philanthropy approach. We want to invest our limited resources to capacity build our beneficiaries to kick start real social transformation.

²⁸ According to United Nations (2006:15), “A human rights-based approach is a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress.”

CHAPTER FOUR

STRATEGY IMPLEMENTATION FRAMEWORK²⁹

4.0. Introduction

In the year 2015, leaders from 193 countries of the world came together to face the future. And what they saw was daunting. Famines. Drought. Wars. Plagues. Poverty. Not just in some faraway place, but in their own cities and towns and villages.

–Sustainable Development Goals

To address these development challenges, TVRA strategic programming focus will be on the following priority areas:

1. Environment and climate change adaptation;
2. Livelihood and sustainable agriculture;
3. Governance, accountability and rule of law;
4. Promotion of primary health care services;
5. Conflict, peace building and alternative dispute resolution;
6. Education;
7. Institutional strengthening; and
8. Research, publication and training.

4.1. Issue 1 Environment and Climate Change Mitigation and Adaptation³⁰

The 2015 Paris Climate Agreement recognizes the need for effective and progressive responses to the urgent threat of climate change, through mitigation and adaptation

²⁹ We can call these as **CORE INTERVENTION AREAS**

³⁰ UNESCO, East Africa Regional Office, (2019:12) makes following distinction between climate change mitigation and adaptation: Mitigation measures are those actions that are taken to reduce and curb greenhouse gas emissions. Adaptation measures are based on reducing vulnerability to the effects of climate change. Mitigation, therefore, attends to the causes of climate change, while adaptation addresses its impacts.

measures, while taking into account the particular vulnerabilities of food production systems.

FAO, 2018

TVRA will prioritize climate change mitigation and adaptation strategies in the next five years. Therefore, the main strategic objective 1 will be:

To promote climate change mitigation and adaptation strategies for sustainable development in northern Uganda.

The key intermediate results to be achieved under this strategic objective are:

- Increased adoption of climate resilient agricultural practices.
- Reduced vulnerabilities to climate change effects.
- Restored natural ecosystems.
- Improved forest services.³¹

To achieve the above outcomes, TVRA will support the following *climate change mitigation* strategies:

- Promotion of tree growing.
- Promotion of environmentally sound technologies (ESTs).
- Promotion of increasing use of renewable energy like solar.
- Promotion of efficient means of transport implementation like electric public transport, bicycle, shared cars, et cetera.

The following *climate change adaptation measures* will be supported by TVRA to supplement climate change mitigation strategies described above:

³¹ United Nations Glossary of Environment Statistics, (1997, pp. 34-35) explains forest functions as: (a) environmental functions of forest or other wooded areas that include protection of the soil against erosion, water flow control, air purification, wind shelter, noise abatement, preservation of habitats, protection of species of fauna and flora, preservation of wildlife forage grounds and other biological uses, (b) economic functions of production of timber and other forestry products and recreational activities and (c) social functions, for example, of an aesthetic or religious nature.

- Switching to drought resistant crops and promotion of other climate-smart agriculture solutions.
- Developing an effective early warning system.
- Building flood barriers.
- Afforestation and reforestation.
- Using nature to build resilience to Conservation of natural ecosystem (biodiversity and water).
- Preventive and precautionary measures (evacuation plans, health issues, etc.).

Other sustainable environment management strategies to be pursued are:

- Waste management
- Promotion of ecotourism

4.2. Issue 2 Livelihood and Sustainable Agriculture

We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.

-The 2030 Agenda for Sustainable Development

TVRA is determined to make its humble contribution towards significant reduction of poverty in the world. Therefore, the second strategic objective of TVRA is:

To improve livelihoods of refugees and vulnerable persons in northern Uganda through promotion of sustainable agriculture and other income generation activities.

The key intermediate results to be achieved under this strategic objective are:

- Increased agricultural productivity
- Reduced in hunger, food insecurity and malnutrition
- Reduced poverty and income insecurity
- Increased resilience to livelihoods threats and crises

- Improved quality of lives

To realize the above outcomes, TVRA will execute the following activities:

- Promoting adoption of sustainable agricultural practices (SAPs)³²
- Promotion of climate-smart agricultural solutions.
- Promoting agribusiness and farming as a business³³
- Promotion of apiculture.
- Promotion of aquaculture.
- Promotion of group marketing
- Income generation for women and youth groups
- Promoting village savings and loan associations
- Entrepreneurial, business and vocational training including establishment of training hub.³⁴
- Provision of startup capital and kits
- Promoting trade in ESTs.
- Promotion of research.

4.3. Issue 3 Governance, Accountability and Rule of Law

Citizen empowerment in service delivery necessitates the need to enhance people's ability and willingness to participate and express their voice. It also requires commitment of service providers and government agencies to facilitate fair and effective redress.

Babken Babajanian

³² Sustainable agricultural practices (SAPs) include rotating crops, embracing diversity, planting cover crops, eliminating or reducing tillage, and applying integrated pest management (IPM) methods. Other SAPs are integrating crops and livestock, adopting agroforestry practices, and managing entire landscapes and systems.

³³ The desired situation will focus on increasing access to agro finance, access to quality inputs, promoting tractor powered traction alongside animal traction, conservation farming adoption and livestock promotion.

³⁴ In this strategic direction much focus will be on Vocational training on relevant economic activities (e.g. in the sector of craft, manufacture of wood and wood products) to enhance abilities of both refugees and host communities to create their own jobs and small-scale business.

When the development arena is characterised by bad governance, lack of accountability and misrule, there will be no development. There will be retrogression. Consequently, TVRA will pursue strategic objective 3:

SO 3: To promote good governance, accountability and rule of law for sustainable development in northern Uganda.

The key intermediate results to be achieved under this strategic objective are:

- Authentic citizens' participation in decision making
- Authentic citizens' participation in development
- Accountable governments
- Increase citizens' trust in government
- Better services delivery

To realize the above outcomes, TVRA will pursue the following activities:

- Strengthening different arms of government to improve efficacy of checks and balances.
- Encouraging citizens' participation in government³⁵
- Supporting public expenditure tracking trainings and surveys (PETS).
- Strengthening of user committee structures in health, water, environment and education sectors.
- Promoting citizens empowerment in service delivery.³⁶
- Promoting human rights education.
- Promoting protection and defence of human rights.
- Promoting civic education.
- Promotion of integrity forums, barazas, and community levels.

³⁵ Our focus will be to support citizen participation in the planning and budgeting process, expenditure and resource tracking, social and political accountability, civic education and anti-corruption work.

³⁶ The plan will focus on three empowerment models: grievance redress, participatory performance monitoring (PPM), and community-driven development (CDD).

- Tracking manifesto implementation by elected public officers.

To promotion of access to justice for victims, TVRA will implement following activities:

- Provision of legal aid services to victims.
- Awareness creation on human rights and linkages to support institution for legal redress.
- Rehabilitation and settlement of victims.
- Undertaking research and advocacy to lobby for pro poor policy process.

The above activities under this programme area seek to achieve five broad goals:

- Promoting legal and governance reforms that increase democratic space and enhance constitutionalism and the rule of law.
- Increasing citizen participation and influence over key governance processes, including elections, the planning and budgeting process, and institutional and political reforms.
- Improved accountability in service delivery to people in the areas where TVRA works.
- Supporting collective action by civil society organizations, citizens and citizen's groups in championing the cause for greater transparency and accountability in the use of public funds.
- Building a youth leadership that respects, upholds and promotes the ethos of democracy in all spheres of engagement and influence.

4.4. Issue 4 Promotion of Primary Health Care

Primary health care services enable people to gain more control over, and improve, their own health and well-being and that of their families and communities. This area was not well structured in the previous

year of TVRA’s strategic plan. In the current strategic plan, TVRA will pursue its fourth strategic objective:

To promote provision of quality primary health care services to improve the quality of life and productivity of refugees and other vulnerable persons in northern Uganda.

When this objective comes to fruition, the following outcomes will be reaped:

- Improved health seeking behaviour of the people
- Improved quality of health services delivery
- Improved quality of life of the people
- Strengthened health unit management committees
- Improved image of health services providers

TVRA will pursue the following activities to realize the objectives and outcomes highlighted above:

- Health promotion³⁷
- Advocacy for health³⁸
- Promoting health literacy³⁹
- Strengthening health unit management committees
- Training and strengthening water user management committees.
- Advocacy for health⁴⁰

³⁷ ‘Health promotion is the process of enabling people to increase control over, and to improve, their health’ (WHO 1986). The **Ottawa Charter** identifies three basic strategies for health promotion. These are *advocacy* for health to create the essential conditions for health indicated above; *enabling* all people to achieve their full health potential; and *mediating* between the different interests in society in the pursuit of health.

³⁸ A combination of individual and social actions designed to gain political commitment, policy support, social acceptance and systems support for a particular health goal or programme (WHO Health Promotion Glossary, 1998, p.5).

³⁹ Health literacy represents the cognitive and social skills which determine the motivation and ability of individuals to gain access to, understand and use information in ways which promote and maintain good health (WHO Health Promotion Glossary, 1998, p.10).

⁴⁰ A combination of individual and social actions designed to gain political commitment, policy support, social acceptance and systems support for a particular health goal or programme (WHO Health Promotion Glossary, 1998, p.5).

- Promotion of Water and sanitation.⁴¹
- Construction of boreholes for the marginalized groups.
- Promotion of nutrition and childcare.⁴²
- Promotion of medical ambulance during emergency.
- Undertaking adolescent sexual reproductive health services using the approach of media and face to face.

4.5. Issue 5 Conflict, Peace Building and Alternative Dispute Resolution

Disaster occurrences cause displacement and the victims are forced to be settled in gazetted places with different behaviours and characters that without law application may further lead to more conflicts, crime and unwanted behaviours. Consequently, TVRA will pursue strategic objective 5:

To promote peace building and alternative dispute resolution mechanisms that can bring about sustainable peace and security in northern Uganda.

Successful pursuit of the above strategic objective will yield the following results:

- Peaceful coexistence of different peoples
- Increased socioeconomic developments
- Increased trust in government
- Increased observance of human rights

The following interventions will be pursued by TVRA:

- Provision of wide range of legal aid support services.

⁴¹ Through establishment of cost-effective water storage plants in institution and public places; and water harvesting, treatment, purification and distribution.

⁴² Through training of care givers and parents on the making and using of reusable sanitary pads; awareness creation among child bearing on good nutrition; radio talk show and spot messages on nutrition and feeding plan; and development and distribution of IEC material on nutrition.

- Counselling and rehabilitation services.
- Alternative dispute resolution mechanisms to settle conflicts and build peace among people and communities to avoid further conflicts from rising beyond manageable levels.
- Sensitizing refugees on the available policies, guidelines and laws, including undertaking legal clinics to attend to all emerging human rights-based issues in the settlements for immediate response.
- Promoting protection of human rights of victims through undertaking child protection activities, mobile legal clinics to facilitate individual and group counselling on local laws and general human rights issues.
- Undertaking capacity-building programs for community stakeholders in peace and conflict resolution.
- Facilitating access to justice and legal representation; promoting healthy and traditional approach to peace & conflict resolution to achieve peaceful societies.
- Strengthening capacity of local courts officials and area land committees in adjudication of conflict in the communities.
- Creation of awareness through radio talk shows and spot messages to promote peace.
- Provision of psychosocial support services through counselling and other forms of stress, trauma and depression management.
- Promotion of awareness raising on sexual and gender-based violence (SGBV) including carrying out of referral services for severe cases to stakeholders such as.
- Peace education.

4.6. Issue 6 Education

“The function of education is to teach one to think intensively and to think critically. Intelligence plus character - that is the goal of true education.”

-Martin Luther King, Jr.

“Education is the most powerful weapon we can use to change the world.”

-Nelson Mandela

“If your plan is for one year, plant rice. If your plan is for ten years, plant trees. If your plan is for one hundred years, educate children.”

-Kuan Chung (7th Century BC)

In pursuance of the importance TVRA attaches to education, we will pursue strategic objective 6:

To support the provision of quality education and training services to refugees and other vulnerable persons in northern Uganda, in order for them to acquire knowledge and skills to achieve their full potential in all spheres of their lives.

- Improved learning environment
- Increased access to quality education services
- Improved learning outcomes
- Higher completion rates
- Improved parental involvement and support in education

With all the above background, TVRA intends to do the following to support Education:

- Promotion of school feeding program in primary schools to promote retention, school completion rate and nutrition among school children.
- Supporting of school infrastructure programs to increase learning space in schools with higher numbers of children.
- Establishment of ECD Centers, orphanages to promote early childhood education and offer direct support to vulnerable orphans to achieve education.
- Undertake provision of comprehensive education scholarship services for the most at risk children from pre-primary to tertiary institutions.
- Provision assistance to support establishment of school library, ICT and science laboratory facilities.
- Provision of solar lighting systems in schools to facilitate effective studies for children.

- Monitoring of teaching and learning outcomes in partner schools to ensure learners are actually retaining knowledge and skills learnt in the classroom.
- Strengthening of school management structures to increase supervision, accountability and commitment by the stakeholders.
- Promoting skilling of school leavers for job creation through offering tailored trainings for marketable skills required in the current labour market.
- Undertaking Guidance and Counselling services for school children to make better choices.
- Establishment of school investment clubs and Young Farmer Clubs to learn and develop business and entrepreneurial skills mindset at an early stage.
- Promotion of sporting activities in schools and communities.
- Undertaking tool collection and granting to rehabilitate youth groups and individuals as start-up kits to establish or support their enterprises.
- Promotion of investment clubs and idea competition.

4.7. Issue 7 Institutional strengthening

Historians and academics have observed that organizations, like living organisms, have life cycles. They are born (established or formed), they grow and develop, they reach maturity, they begin to decline and age, and finally, in many cases, they die. An organisation performs best when it has grown to maturity. To develop and achieve its best form, TVRA will pursue strategic objective 7:

To build a strong institutional capacity of TVRA to enable it to deliver its mandate.

Successful achievement of the above strategic objective will produce the following results:

- Increased resources and assets base

- Increased visibility, both locally and internationally
- Increased number of beneficiaries served
- Increased client satisfaction rates
- Increased donor and partner retention
- Increased staff retention rates
- Increased staff satisfaction rates
- Reduced absenteeism rates

To achieve the strategic objective and reap these results, TVRA will implement the following activities:

- BOD development.
- Staff training and management development.
- Strategic partnership management.
- Strategic human resource management.
- Strengthening of the TVRA social enterprise/business wing for institutional sustainability.
- Policy development, advocacy and lobbying.
- Local and international resource mobilization.
- Development and implementation of organizational policies, including gender policy.
- Publicity, documentation, and visibility.
- Strengthening of member/partnership organization's capacity.
- Collaboration and networking.
- Mainstreaming cross cutting issues and orientation of BOD and staff on such issues.
- Facilitation of stakeholder relations e.g. with government, local institutions and donors.

4.8. Issue 8 Research, Publication and Training

Research, publications and training play critical role in development. As such, TVRA will raise resources to invest in research and training to enable the organization act for informed point of view. This research will be undertaken to address emerging development challenges and will consider issues covered in the various thematic areas of

intervention expressed in the Strategic plan. Therefore, the last strategic objective of TVRA will be:

To build vibrant research, publication and training capacity of TVRA to inform policies, new approaches and set the pace for development in northern Uganda.

The achievement of the above strategic objective will produce the following results:

- Increased volumes of evidence for decision making
- Increased number of publications
- Improved staff performance
- Increased presence and visibility of TVRA
- Increased stock of intellectual property rights

The following form part of our core research, publication and training activities:

- Development of fundable research proposal done individually or in partnership other institutions that share the same objectives like TVRA.
- Carrying out studies on topical community issues that require our investment and support.
- Research dissemination and publication of findings.
- Policy formulation and advocacy.
- Establishment of a training facility that will self-sustain through offering specialized services to partners and beneficiaries.

CHAPTER FIVE STRATEGY EXECUTION

“Success doesn’t necessarily come from breakthrough innovation, but from flawless execution.”

Naveen Jain, CEO of Infospace

5.0. Introduction

A strategy must have a budget and work plan if it is to be successfully implemented. In this chapter, we propose the budget, the action plans and resource mobilization strategy.

5.1. Implementation plan⁴³

The work plans and budgets for successful implementation of this strategic plan has been developed. They are set out as tables ...

TVRA SO 1 was to promote sustainable environment management and climate change adaptations for sustainable development in northern Uganda. To achieve this objective, a number of activities were proposed. The annualized work plans and budgets to achieve these activities are set out in table 1 below.

Table 1: Annualized Work Plans and Budgets for Climate Change Mitigation and Adaptation

Key projects/ activities	Budget 000	Annualized budget					Funding
		2021 Million s	2022 Million s	2023 Million s	2024 Million s	2025 Million s	

⁴³ You can simply summarize the 5 year budget by strategic objectives. You then attach these detailed budgets (by issue) as appendices.

A. Ecosystem restoration	1,000,000	250	250	200	200	100	Grants/Social Enterprise
Establishment of tree nurseries							
Afforestation and reforestation campaigns							
Riverbank protection							
Advocacy on natural spices protection							
Formation of environment clubs							
Popularize existing environmental policies							
Sub total	1,000,000	200	200	200	200	200	
B. Promotion of ESTs	860,000	172	172	172	172	172	
Production of improved energy saving cook stoves							
Promotion of solar lights, water filters/purifiers and modern Ovens for institutional use							
Production and distribution of briquettes							
Heat retaining bags							
Sub total	860,000	172	172	172	172	172	

C. Waste Management	650,000	70	150	150	150	130	
Recycling							
Composite development management							
Support and develop safe waste disposal and management practices							
Waste incineration							
Sub total	650,000	700	150	150	150	130	
D. Ecotourism	600,000	150	130	120	100	100	
Protection of endangered species of flora and fauna							
Establishment of ecotourism sites							
Promotion of archaeological sites							
Networking & synergy building							
Sub total	600,000	150	130	120	100	100	
Subtotal for thematic area 1	3,110,000						

Strategic objective 2 is to improve livelihoods of refugees and vulnerable persons in northern Uganda through promotion of sustainable agriculture and other income generation activities. The annualized work plans and budgets for this objective are set out in table 2.

Table 2: Annualized Work Plans and Budgets for Livelihoods Improvement and Sustainable Agriculture

Key projects/ activities	Budget 000	Annualized budget					Funding
		2021	2022	2023	2024	2025	
A. Sustainable agriculture	2,280	180	250	550	600	700	Grants/Social Enterprise
Promotion of best agronomic practices							
Training of farmers and youth groups in climate smart agriculture							
Promotion of aquaculture and apiculture among the farming communities							
Promotion of research							
Establish demonstration sites for learning and training							
Sub total	2,280	180	250	550	600	700	
B. Agribusiness promotion	850,000	210	180	180	160	150	
Promotion of value chain among farming communities							
Training of farmer groups in enterprise development							
Formation of investment clubs through village savings and loan association							
Promotion of bulking and market linkages							

Sub total	850,000	210	180	188	160	150	
C. Technical and Soft skills development	1,250	250	250	250	250	250	
Vocational, business and leadership skills trainings for women and youth							
Establish a skills training hub for the disadvantaged persons							
Support trained youth and women groups with start-up kits							
Advocate for participation of marginalized groups in planning and budgeting process at all levels of governance							
Strengthen Disaster Risk management to improve disaster preparedness by all stakeholders							
Sub total	1,250	250	250	250	250	250	
Subtotal for thematic area 2	4,380,000						

Strategic objective 3 of this strategic plan is to promote good governance, accountability and rule of law for sustainable development in northern Uganda. The annualized work plans and budgets for pursuing this strategic plan is in table 3 below.

Table 3: Annualized Work Plans and Budgets for Governance, Accountability and Civic Education

Key projects/ activities	Budget 000	Annualized budget					Funding
		2021	2022	2023	2024	2025	
A. Governance, Accountability and Civic Education	1.000,000	50	200	250	250	250	Grants/Social Enterprise
Mobilize citizens to participate in the planning and budgeting process at all levels of governance							
Budget tracking and monitoring							
Strengthening of user committee structures in Health, Water, environment and Education sectors.							
Empowerment of community structures to monitor service delivery							
Strengthen capacity of women and youth councils/leaders to effectively engage with decision makers							
Promotion of integrity forums and Barraza's and community levels.							
Tracking manifesto implementation by elected public officers							
Sub total	1,000,000	50	200	250	250	250	

B. Promotion of access to justice for victims	250,000	50	50	50	50	50	
Provide legal aid services to victims							
Awareness creation on human rights and linkages to support institution for legal redress							
Rehabilitation and settlement of victims							
Undertaking research and advocacy to lobby for pro poor policy process							
Sub total	250,000	50	50	50	50	50	
Subtotal for thematic area 3	1,250,000						

Strategic objective 4 is to promote provision of quality primary health care services to improve the quality of life and productivity of refugees and other vulnerable persons in northern Uganda. The annualized work plans are set in table 4.

Table 4: Annualized Work Plans and Budgets for Conflict, Peace and Alternative Dispute Resolution

Key projects/ activities	Budget	Annualized budget					Funding
		2021	2022	2023	2024	2025	
A. Peace and Conflict Resolution	900,000	50	150	200	250	250	Grants/Social Enterprise
Formation of peace clubs in (communities & institutions of learning)							
Training of community structures on peace and conflict resolution							
Formation of theatre groups to promote peace building							
Promotion of Community dialogues on peace building							
Promotion of alternative dispute resolution mechanism							
Strengthening capacity of local Courts Officials and Area Land committees in adjudication of							

conflict in the communities							
Radio talk shows and spot message to promote peace							
Undertaking mobile legal clinics to facilitate individual and group counselling on local laws and general human rights issues							
Sub total	900,000	50	150	200	250	250	
B. Gender Based Violence	850,000	100	150	200	200	200	
Provide psychosocial support services through legal counselling and assistance							
Undertaking court mediation, referral for improved medical treatment of SGBV cases							
SGBV awareness raising and sensitization, and capacity building on women's leadership and participation.							
Building capacity of stakeholders such as Clan, religious, women and Youth leadership level in participatory decision making							
Sub total	850,000	100	150	200	200	200	

Subtotal for thematic area 4	1.750,000						
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The fifth strategic objective is to promote peace building and alternative dispute resolution mechanisms that can bring about sustainable peace and security in northern Uganda. The annualized work plans are set in table 5.

Table 5: Annualized Work Plans and Budgets for Conflict, Peace and Alternative Dispute Resolution

Key projects/ activities	Budget	Annualized budget					Funding
		2021	2022	2023	2024	2025	
A. Promotion of House hold Hygiene and Sanitation	250,000	50	50	50	50	50	Grants/Social Enterprise
Promotion of basic health at Households levels through campaigns /awareness and competition							
Sub total	250,000	50	50	50	50	50	
B. Water, Sanitation and Hygiene	367,000	67	100	100	50	50	
Training of water user committee in Hygiene and sanitation practices							
Establishment of cost-effective water storage Plants in institution and public places							
Water Harvesting, treatment,							

purification and distribution							
Construction of Boreholes for the marginalized groups							
Sub total	367,000	67	100	100	50	50	
C. Nutrition and child care	320,000	64	64	64	64	64	
Training of care givers and parents on the use of reusable sanitary pads							
Awareness creation among child bearing on good nutrition							
Radio talk show and spot messages on nutrition and feeding plan							
Development and distribution of IEC material on nutrition							
Sub total	320	64	64	64	64	64	
D. Promotion of medical Ambulance during emergency	360,000	x	x	x	x	x	
Sub total	360,000	x	x	x	x	x	
E. Undertaking Adolescent Sexual Reproductive Health Services using the approach of media and face to face	500,000	100	100	100	100	100	
Sub total	100	100	100	100	100	100	

Subtotal for thematic area 4	1,797,000						
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TVRA SO 6 as to support the provision of quality education and training services to refugees and other vulnerable persons in northern Uganda, in order for them to acquire knowledge and skills to achieve their full potential in all spheres of their lives. To achieve this objectives, a number of activities were proposed. The annualized work plans and budgets to achieve these activities are set out in table 6 below.

Table 6: Annualized Work Plans and Budgets for Education

Key projects/ activities	Budget	Annualized budget					Funding
		2021	2022	2023	2024	2025	
Promotion of school feeding programme	1,050	50	250	250	250	250	Grants/ Social Enterprise
Establishment of young farmers clubs in schools							
Provision of library services in schools and communities in rural set up							
Tool collection and distribution to venerable youth and women groups							
Provision of scholarships to needy but bright students							
Establishment of ECD Centers, orphanage and Home for the elderly							
Monitoring teaching and learning outcomes							
Strengthening school management structures							

Supporting school infrastructure development							
Undertake career Guidance in schools							
Promotion of child friendly activities in games and sports							
Promotion of investment clubs and idea competition							
Subtotal for thematic area 6	1,050	50	250	250	250	250	

SO 7 of TVRA was to build a strong institutional capacity of TVRA to enable it to deliver its mandate. To achieve this objectives, a number of activities were proposed. The annualized work plans and budgets to achieve these activities are set out in table 7 below.

Table 7: Annualized Work Plans and Budgets for Institutional Strengthening

Key projects/ activities	Budget	Annualized budget					Funding
		2021	2022	2023	2024	2025	
Staff and Board capacity development	250	50	50	50	50	50	Grants/Social Enterprise
Strategic partnerships management							
Staff recruitment							
Strengthening the business wing							
Policy, Advocacy and lobbying							
Local /international resource mobilization							
Implementation of organization policies							
Publicity, documentation and visibility							

strengthening of member organizations capacities							
Collaboration and networking							
Cross Cutting Issues							
Orientation of Board and Staff on cross cutting issues							
Developing a gender policy							
Dialogues on domestic violence and conflict resolution							
Subtotal for thematic area 7	250	50	50	50	50	50	

Our SO 8 was to build vibrant research, publication and training capacity of TVRA to inform policies, new approaches and set the pace for development in northern Uganda. To achieve this objectives, a number of activities were proposed. The annualized work plans and budgets to achieve these activities are set out in table 8 below.

Table 8: Annualized Work Plans and Budgets for Research, Publication and Training

Key projects/ activities	Budget	Annualized budget					Funding
		2021	2022	2023	2024	2025	
Development of fundable research proposals	125	25	25	25	25	25	Grants/Social Enterprise
Carrying out studies on topical societal issues							
Research dissemination and publication of research findings							
Policy Advocacy and engagement							
Subtotal for thematic area 8	125	25	25	25	25	25	

5.2. Summary of budgets

The total planned budget to execute this plan is UGX13, 712,000, 000 (equivalent to USD 3.862.535.2 TVRA will provide UGX2.742.400, 000 (equivalent to USD 772,507.04 representing 20%) while other partners will provide (equivalent to USD 3090028.16, representing 80% percent).

The summary of the budget is as set out in table ... below.

Key issues (thematic areas)	Budget	Annualized budget					Funding
		2021	2022	2023	2024	2025	
Environment and climate change mitigation and adaptation	3.110,000,000	250	250	870,000,000	870,000,000	870,000,000	Grants /Social Enterprise
Livelihood and Sustainable agriculture	4380.000,000	8760,000,000	8760,000,000	8760,000,000	8760,000,000	8760,000,000	Grants /Social Enterprise
Governance, accountability and rule of law	1,250,000,000	250.000,000	250,000,000	250,000,000	250,000,000	250,000,000	Grants /Social Enterprise

Promotion of primary health care services	1,750,000,000	350,000,000	350,000,000	350,000,000	350,000,000	350,000,000	Grants
Conflict, peace building and alternative dispute resolution	1,797,000,000	359,400,000	359,400,000	359,400,000	359,400,000	359,400,000	Grants /Social Enterprise
Education	1,050,000,000	210,000,000	210,000,000	210,000,000	210,000,000	210,000,000	Grants /Social Enterprise
Institutional strengthening	250,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	Grants /Social Enterprise
Research, publication and training	125,000,000	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000	Grants /Social Enterprise
Sub total	13,712,000,000	2,370,000,000	2,370,000,000	2,990,000,000	2,990,000,000	2,990,000,000	Grants /Social Enterprise

5.3. Financing plan

The Resource Mobilization Strategy will be a basis for raising funds for the programmes and will entail the following activities:

- Staff capacity building to develop and submit funding proposals to donors
- Sourcing of new and maintenance of relationships with existing partners
- Implementation of annual resource mobilization strategy activities including visits and round table meetings
- Development and fundraising for an endowment fund for sustainability
- Exploring other income generating/saving activities including seeking private sector partnerships and encouraging their in-kind contribution, and recruitment and use of volunteers.

CHAPTER 6

MONITORING, EVALUATION AND LEARNING PLAN

“However beautiful the strategy, you should occasionally look at the results” – Sir Winston Churchill

6.0. Introduction

A number of key stakeholders will play pivotal role in successful implementation, monitoring and evaluation of the strategic plan. We describe these key stakeholders and their specific roles. We also describe different monitoring, evaluation and learning mechanisms herein.

6.1. Structure for overall implementation

Key stakeholders in implementation, monitoring and evaluation of this strategic plan are the board of directors, secretariat and programme management team.

The board of directors is the supreme decision-making organ of TVRA. It will approve this plan. It will approve the policies, programmes, projects, work plans and budgets to bring the plan to fruition. The board will oversee implementation of the plan, receive and review reports and make necessary decisions for remedial action. In sum, the board will play the roles of policy formulation, oversight and ensuring compliance.

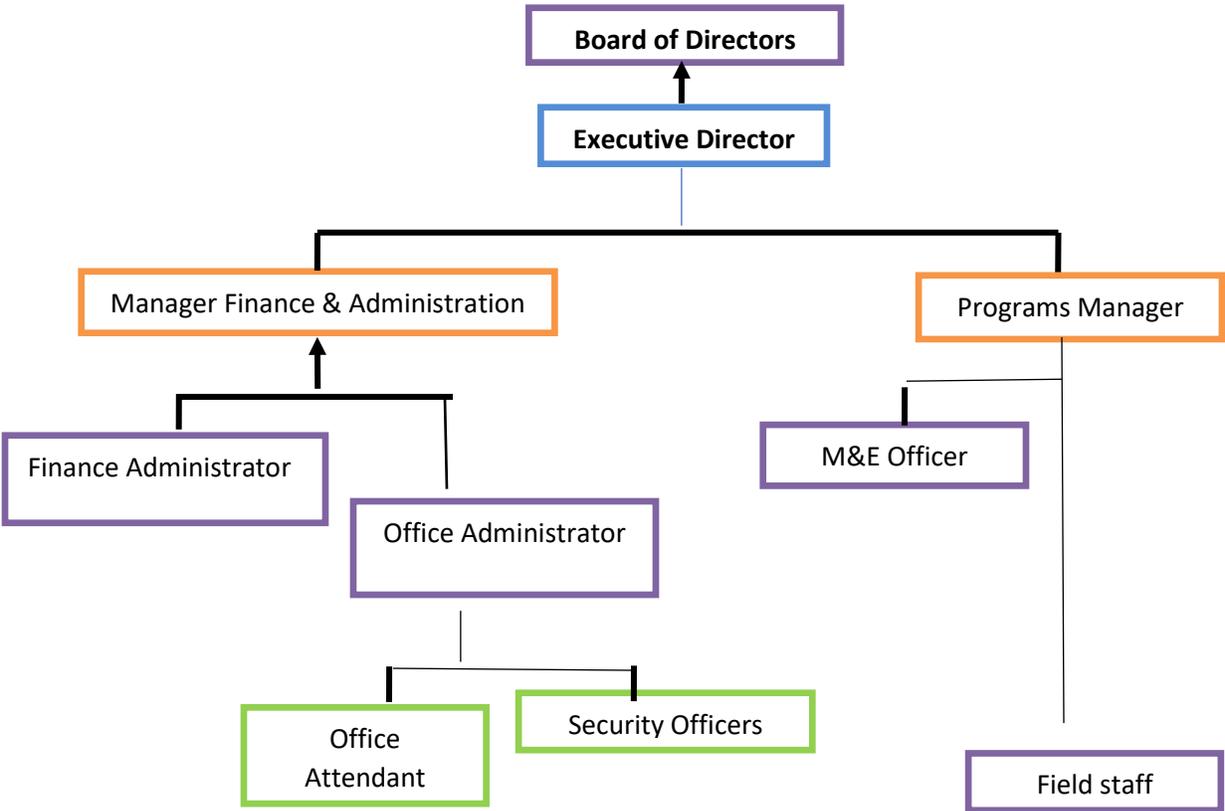
The Secretariat, under the headship of Executive Director, will execute the plan. It will prepare the needed accountabilities and other reports for submission to and review by board and donors. It will also implement recommendations of the board and donors.

The programme management team will do actual implementation of the plan. It will execute planned activities as per approved work plans and budgets.

6.2. Organizational structure

Overall coordination and implementation of the plan will follow the reporting relationships illustrated in organisational structure below.

Figure 1: Organisational Chart of TVRA



6.2.0. Monitoring and Evaluation (M&E) Framework

6.2.1 The Essence of M&E

The implementation of this strategic plan will have to be monitored for results, processes, compliance, costs, context, beneficiary perceptions, and sustainability. Control actions will be taken in case of deviations from planned courses of action.

The strategic plan will also be subjected to different forms of evaluation. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. Lessons learnt will be used to improve the designs subsequent interventions.

6.2.2 M&E Plans

For monitoring to be done efficaciously, deliberate efforts must be invested in designing and maintaining a sound monitoring and evaluation plans. Without formal M&E plans, M&E will be half hazard, adversarial and wasteful. Following M&E plan is proposed:

<i>Monitoring Activity</i>	<i>Frequency</i>	<i>Responsible</i>
<i>Implementation briefs</i>	Weekly	Field Officers
<i>Monitoring visits</i>	Monthly	Management Team
<i>Progress reviews</i>	Quarterly	Management Team
<i>Financial reviews</i>	Quarterly and annually	Finance and Administration Manager
<i>Performance review</i>	Bi-annually and annually	Executive Director
<i>Financial audit</i>	Annually	Board of Directors
<i>Baseline, midterm and final evaluation</i>	Year, 1, 3 and 5	External Consultant

Resources will be set aside to carry out monitoring and evaluation activities. Staff will be trained in the M&E process to effectively carry out the activities.

6.2.3 Annual work plan

The Programme Management Team will prepare an annual plan and a budget before the end of each year. The annual operating plan will be derived from the Strategic Plan and will have a set of activities to be completed in a given year. The activities, with targets (both outputs and outcomes) will be listed for each quarter of the year. Board will approve the plan before use.

6.2.4 Monthly and Quarterly Reviews

Monthly and quarterly reviews will be done to gauge process and take remedial actions as well. Key stakeholders will be involved.

6.3.5. Annual Reviews and Re-planning

At the end of each year, annual performance will be reviewed to inform the preparation of the following year's annual work plan and budget. In addition, a review of individual project's performance will be assessed and replanning done.

6.3.6. Mid Term and Final Evaluations

Two and half years of implementing this plan will form midterm of the implementation. To be specific, July 2023 will mark midterm. Midterm evaluation will be done around that time. This mid-term evaluation will provide an opportunity to gauge the extent of achievement of intermediate objectives, learn lessons and take appropriate steps to increase the chances of attaining the overall

programme goals. Lessons learnt from both evaluations will be used to inform future programming.