



JOY FOR CHILDREN UGANDA

STRATEGIC PLAN (2023-2028)



ADVOCACY AND ACTION FOR CHILDREN

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LIST OF ABBREVIATIONS

CEFM	Child and Early Forced Marriage
CM	Child Marriage
CSOs	Civil Society Organizations
ECM	End Child Marriage
GBV	Gender-Based Violence
GNB-U	Girls not Brides Uganda
ICT	Information Communication Technology
IT	Information and Technology
JFCU	Joy for Children Uganda
MDA	Ministries, Departments and Agencies
MEL	Monitoring, Evaluation and Learning
MoGLSD	Ministry of Gender Labour and Social Development
MIYAP	Meaningful Involvement of Children
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NSCM/TP	National Strategy to End Child Marriage and Teenage Pregnancies
PESTL	Political, Economic, Social, Technological and Legal
SDGs	Sustainable Development Goals
SRHR	Sexual and Reproductive Health and Rights
SWOT	Strengths, weaknesses, Opportunities and Threats
ToC	Theory of Change
VAC	Violence Against Children

Introduction and Background

1.1 Introduction

This Strategic Plan, hereinafter referred to as the Strategy, serves as a comprehensive roadmap for Joy for Children-Uganda (JFCU) in its mission to end violence against children in Uganda through capacity building, advocacy, psycho-social and legal support. It draws from the successes and lessons learnt in implementing the previous strategic plan during the period 2017 to 2022. The plan will contribute towards the national and global efforts to end violence against children. It is aligned to the National Strategy to End Child Marriages and Teenage Pregnancy (NSCM&TP) 2022/2023- 2026/2027, the Third National Development Plan III (2020), the Social Development Sector Strategic Investment Plan 2021 and Uganda Vision 2040. The National Male Involvement Strategy emphasizes that while Gender Based Violence has greater negative impact on women and girls, men and boys can also be and are sometimes survivors of GBV. All these are consistent with the priorities ascribed in the United Nations 2030 Agenda and its 17 Sustainable Development Goals (SDGs) which commit to achieve sustainable development by 2030.

The strategic plan further lays out critical pathways to addressing sexual violence, traditional harmful practices, nutrition and sexual reproductive health and rights (SRHR) issues among Children as well as climatic change adaptation. These will facilitate Children including children the right to access basic needs for physical protection, food, universal state-paid education, health care; right to protection by criminal laws appropriate for the age and development of the child; right to equal protection of all children's civil rights as well as freedom from discrimination on the basis of race, gender, national origin, religion, disability, ethnicity, color or any other characteristic. Through the meaningful involvement of Children (MIYP) and male involvement strategies, the plan aims to foster an environment suited to the active participation of Children and other key stakeholders while addressing gender inequalities rooted in negative social norms and practices where girls and women are treated as second-class citizens, denied their human rights, and valued less because of their sex.

Joy for Children Uganda has emerged as a lead agency in accelerating efforts towards ending violence against children in Uganda through rights-based approaches and gender transformative actions. This is intended to contribute towards improved well-being, and empowering Children to have a voice and become self-reliant in the society. This will be through meaningful youth engagement where adolescents, in their diversity, take a central role in being active agents in their own lives and can make informed decisions.

This strategic plan is structured under four interconnected thematic areas, which will serve as the foundation for JFCU's priorities namely, Community outreach; Support to children's right to education; Psychosocial and legal support; Child rights Advocacy; and a professional JFCU organization. They are aligned to the aspirations of the National Development Plan (III) under the human capital development program with specific focus on reducing vulnerability and gender inequality along the lifecycle.

1.2. Background

Joy for Children was established in 2005 following the founder members' commitment and realization of a common determination to promote well-being of Uganda's children and the future generation for sustainable development. The formation of JFCU was driven by cognizance of the fact that abject poverty in Uganda, resulting from ignorance, illiteracy, ill health and lack of capital as well as natural calamities such as drought, landslides etc continues to be a major constraint restricting Uganda from achieving equitable and sustained socio-economic growth and transformation. The prevalence of poverty disproportionately affects

children and young adults in Uganda since the effects of poverty are borne by these vulnerable segments of the population and this is reflected in the high school dropout rates, high rates of child and teenage pregnancy, child labour and other forms of child exploitation and neglect by their custodians and other members of society. Basing on this, the founding members (as well as those that would later join the organization) of JFCU resolved and agreed to constitute themselves into an organization to promote children's rights and wellbeing through a broad array of direct social services and volunteer programs oriented to individual, family and community needs thereby leading to the formation of Joy for Children - Uganda

Past performance and donor support

During the last strategic plan 2017-2022, JFCU realized several achievements and recorded lessons learnt from which it drew inspiration to inform this strategy. Equally, several challenges were encountered, the basis of which informed JFCU's shift in focus. In realizing its achievements, the organization's performance has been largely supported by funding from Girls Not Brides Global Partnership, KIOS, World Bank, United Nations Development Program, New Venture Fund, Raising Voices, Equality Now, Uganda National Roads Authority, Fund for Global Human Rights among others. Hereunder are the key achievements and challenges encountered during the last strategic plan implementation period.



Achievements

1. Strengthened the strategic partnerships with government institutions, CSOs, international agencies, the media, political leaderships, religious and traditional institutions as well as community structures through trainings to address violence against children and women.
2. Through its advocacy interventions, JFCU Influenced policies and programs that directly impact on the rights of Children at national and district level i.e., the NSCM&TP (2022/2023- 2026/2027), the Sexual Offences Bill
3. Strengthened the referral system at the district level to address cases related to child abuse including supporting litigation processes.
4. Empowered Children in and out of school to demand for their rights and advocate for policies and programs that meet their needs.
5. Supported vulnerable children access to education through provision of school fees and scholastic materials as well as advocating for conducive learning environment in schools.
6. Supported free and accessible legal aid services to indigent women and vulnerable children who were survivors of human rights abuse as well as provision of specialized counseling and guidance to children affected by different forms of violence
7. Reviewed and strengthened management systems and internal policies of JFCU.
8. Established a well-equipped resource centre and IT platform to support JFCU operations in order to avail information on children issues to GNB National Alliance members and organization's stake holders
9. Improved resource mobilization, human resources capacity and governance.

Challenges

1. Limited programmatic coverage due to inadequate financial and human resources especially in areas where negative traditional practices continue to drive VAC and women
2. High dependence on donor funding and limited internal revenue sources which influence sustainability of interventions

1.2.2. How this Strategy was developed

The content presented in this strategic plan outlines five thematic areas that will be the primary focus of JFCU's work for the next five years, spanning from 2023 to 2028. This strategic direction has been developed through a comprehensive process involving document reviews, interviews, and group discussions with both internal and external stakeholders of JFCU. The language and structure of the content have been carefully crafted to ensure clarity and comprehension among JFCU's diverse stakeholders. Additionally, valuable insights from different stakeholders, who have diverse demographic identities, engage in gender transformative actions and gender justice have, have greatly influenced the development of this document.

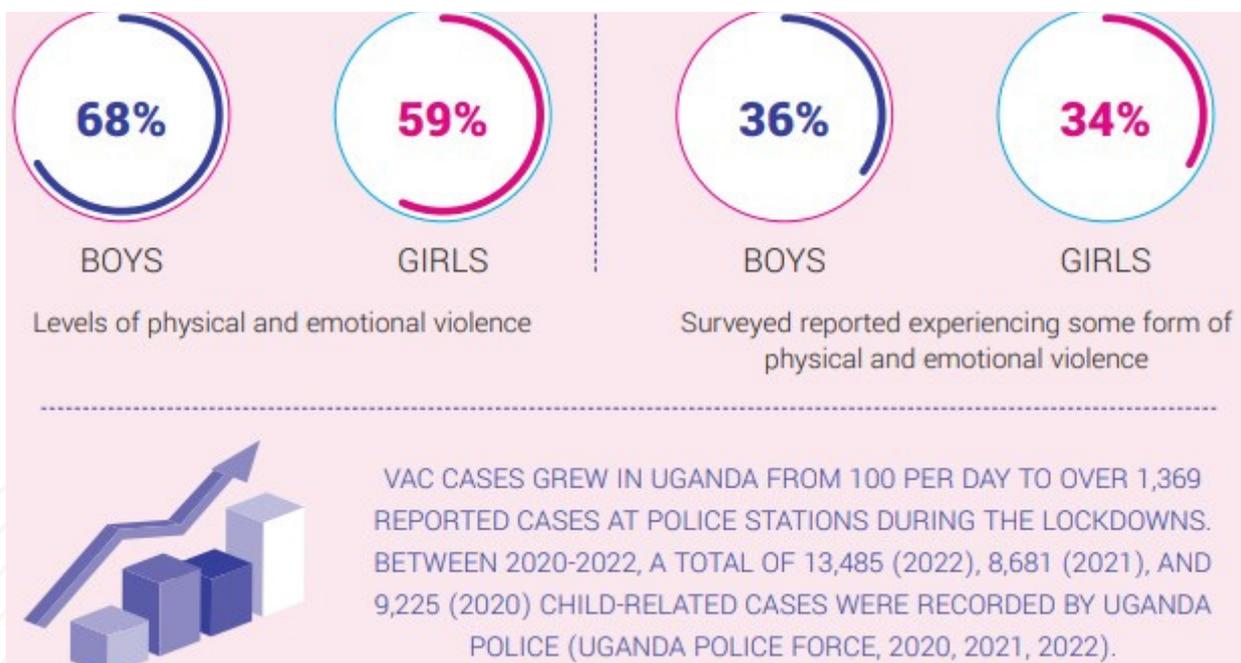
1.2.3. Shifts in focus

Over the past decade, there has been a significant emphasis on ending violence against children as a crucial driver of JFCU programming. Children have experienced increased freedoms, opportunities, and the ability to make decisions and shape their own lives. However, progress has been uneven, with notable variations in different regions of the country and population subcategories. This refreshed and updated Strategy has been influenced by several factors. For instance, the lessons learned during the previous implementation period of the strategic plan, and the changing political and social realities over the past five years influenced the content of this Strategy. Consequently, issues of mental wellness / self-care for JFCU staff and volunteers as well as direct engagement of Children in design and implementation of interventions at the national and grassroots level have been integrated. These are in addition to issues to do with climate change adaptation given the role Children play in environmental conservation.

1.3. Scale and Scope of Violence against children

Violence against children (VAC) is globally widespread (UNICEF, 2011). In sub-Saharan African countries like Kenya, Swaziland, Tanzania, Uganda, and Zimbabwe, where VAC surveys have been conducted, on average, one in three girls and one in five boys suffer from some form of sexual violence before they attain the age of 18 years (UNICEF, 2011; CDCP & KNBOS, 2011; MoGLSD, 2017). According to these same authors, physical and emotional VAC levels are even higher, with nearly three-quarters of the children surveyed reporting suffering some form of physical and emotional violence. In the case of Uganda, in particular, the situation is even worse. The latest VAC survey in Uganda (Figure 1), the levels of physical and emotional violence are significantly higher, with 68% of boys and 59% of girls experiencing such violence. Additionally, 36% of boys and 34% of girls surveyed reported experiencing some form of physical and emotional violence (MoGLSD, 2018). Incidences of VAC which also include gender-based violence (GBV) are mainly rooted in patriarchal social structures that assign different roles, social norms and values to men and women in ways that perpetuate male dominance and female subordination leading to unequal power relations in families and the community¹. The VAC situation in Uganda was worsened by COVID-19-related lockdowns, such as the closure of schools. According to Sserwanja and Mwanje (2021), VAC cases grew in Uganda from 100 per day to over 1,369 reported cases in all Police stations in Uganda during the lockdowns. In the period from 2020 to 2022, a total of 13,485 (2022), 8,681 (2021), and 9,225 (2020) child related cases were recorded by Uganda Police (Uganda Police Force, 2020, 2021, 2022).

¹ Ministry of Gender Labour and Social Development, (2017). *The National Male Involvement Strategy for the prevention and response to Gender Based Violence in Uganda*



Source: The AfriChildCentre, Makerere University, (2022);Kampala, Uganda. Driversof Violence AgainstChildren, 2022

1.3.1 Sexual violence

Sexual violence is defined as including all forms of sexual abuse and sexual exploitation of children. It encompasses a range of acts, including completed non-consensual sex acts, attempted non-consensual sex acts, and abusive sexual contact. This also includes the exploitative use of children for sex. There are four types of sexual abuse as well as sexual exploitation which include abusive sexual touching like fondling, pinching, grabbing, or touching around sexual body parts without permission.

According to Uganda Annual Police Crime rate report 2022, a total of 12,580 cases of defilement were reported, 4,725 cases were taken to court, 205 cases secured convictions and 4,515 cases still pending in court. Out of the 12,580 cases reported, 12,470 were female juveniles. Only a small proportion of sexual violence cases are concluded within a year approximately 5 percent every year.

Child marriage, forced marriage and teenage pregnancy

Child marriage (CM) is defined as all forms of child, early and forced marriage and unions where at least one party is under the age of 18. Forced marriage is one in which one and/or both parties have not personally expressed their full and free consent to the union (NSCM&TP 2022). Child marriage is also often accompanied by early and frequent pregnancy and childbirth, resulting in higher-than-average maternal morbidity and mortality rates.

In Uganda, CM continues to occur among all ethnic, religious, and cultural groups, despite the 18 years provided within the constitution for persons intending to marry. It is estimated at 49%, one of the highest in the East African region. Prevalence was noted highest in Eastern (30%), followed by Northern (27%), Western (25%) and Central (19%)⁸. Overall, more than 230,000 children aged 10- 17 years countrywide were either in marital union or had ever been in a marital union.

CM negatively impacts their attainment of education as well as having social and economic effects. Uganda Bureau of Statistics (2016) national population and housing census show that among children aged 10-17 years, 4.5 percent were currently in a marital union or had ever been married at the time of the Census⁹. The constitution of the republic of Uganda (GoU, 1997) clearly stipulates the rights of a child, free consent to marriage and by adults 18 years and above. Uganda is also a signatory to international provisions for the protection of children like the UN convention on the rights of the child (CRC) of 1989, the Maputo protocol to the African charter on human and peoples' rights on the rights of women in Africa (2003) among others. The Ugandan Penal Code (Amendment) Act (2007) criminalizes CM and punishes the defilement of both girls and boys¹⁰. Defilement is one of the most common crimes committed in Uganda's refugee settlements and is closely related to the phenomenon of child marriage. Faced with the growing global, regional, and national evidence on the incidence and prevalence of VAC, the main drivers to violence affecting children are presented hereunder.

1.3.2. Physical Abuse

Physical abuse is a form of violence against children that involves the intentional use of physical force causing injury, harm, or trauma. It includes acts such as beating, slapping, kicking, burning, and other forms of corporal punishment (WHO, 2023). Physical abuse often occurs in homes, schools, and other environments where children should feel safe. It leads to both immediate and long-term negative impacts on children's health, emotional well-being, education, and overall development.

In Uganda, physical abuse remains widespread despite existing legal prohibitions. According to the Uganda Violence Against Children Survey (2018), 59% of females and 68% of males reported experiencing physical violence during childhood. The primary perpetrators of this violence are parents, teachers, and close family members. School environments also remain hotspots for physical abuse due to the continued use of corporal punishment despite policies banning it.

The effects of physical abuse are far-reaching. Children exposed to frequent physical violence often suffer from injuries, psychological distress, low self-esteem, depression, anxiety, and difficulties in learning. Physical abuse also increases the risk of children dropping out of school and becoming involved in child labour, street life, or early marriage.

Uganda's legal framework, including the Constitution (GoU, 1995), the Children Act (Amendment, 2016), and the Penal Code Act (Amendment, 2007), criminalizes violence against children and prohibits corporal punishment. Uganda is also a signatory to international treaties like the UN Convention on the Rights of the Child (CRC, 1989), which upholds children's rights to protection from violence and abuse. However, enforcement of these laws remains weak, with cultural norms and poverty contributing to the persistence of physical abuse.

Child Labor

Child labour is a human rights violation and a harmful practice that denies children their right to education, health, and freedom from exploitation. It refers to work that is mentally, physically, socially, or morally dangerous and interferes with a child's schooling by depriving them of the opportunity to attend or forcing them to leave school prematurely (ILO, 2023). Child labour is most prevalent in agriculture, domestic work, street vending, construction, and mining sectors, often exposing children to dangerous environments and exploitation. According to the ILO and UNICEF (2021), an estimated 160 million children globally are engaged in child labour, with Sub-Saharan Africa having the highest prevalence.

In Uganda, child labour remains a widespread issue despite legal prohibitions. The Uganda National Labour Force Survey (2018/19) estimates that 2 million children aged 5–17 years are engaged in child labour. The practice is most prevalent in the Eastern region (26%), followed by Northern (22%), Western (20%), and Central (17%) regions. Children working in these sectors often face harsh conditions that affect their health, education, and psychological well-being. Girls are particularly vulnerable to gender-based violence and exploitation in domestic labour, while boys are commonly engaged in hazardous jobs in construction and mining.

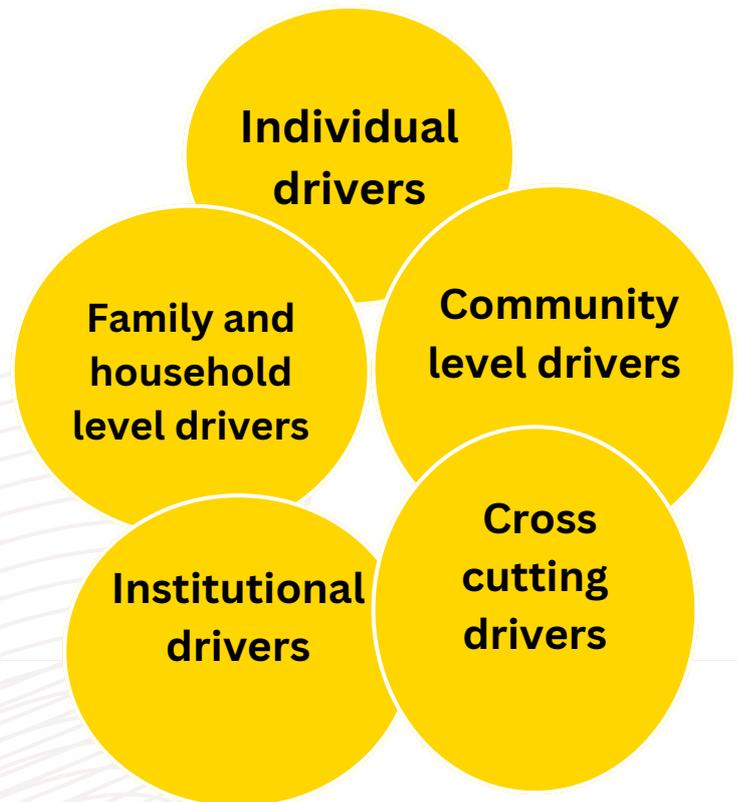
According to the Uganda Bureau of Statistics (2019), 44% of working children do not attend school, leading to a cycle of poverty and limited opportunities for future advancement.

Uganda's Constitution (GoU, 1995), the Employment Act (2006), and the Children Act (Amendment, 2016) all prohibit child labour and provide protective measures for children. Uganda is also a signatory to international treaties including the UN Convention on the Rights of the Child (CRC, 1989) and ILO Conventions No. 138 and 182. Despite these laws, poverty, cultural practices, weak enforcement, and conflict continue to drive child labour in Uganda.



Drivers to violence against children

Drivers refer to factors at the individual, institutional and structural levels that create the conditions in which violence against children is more or less likely to occur. Risk and protective factors reflect the likelihood of violence occurring due to characteristics most often measured at the individual, interpersonal, and community levels.



Individual drivers

Individual level drivers are associated with the challenges of growth and development during adolescence amidst situations of lack of information and guidance on sexual and reproductive health and life skills to address these challenges. Other drivers include stress, which is attributed to inferiority complex, disease, challenging living circumstances, a large family, drug abuse, poor health problems where children who have mental health issues, learning disabilities, or physical disabilities are more likely to experience child sexual abuse and limited income. These may add stress to children's lives, which in turn may contribute to their vulnerability to sexual abuse. Consequently, adolescent girls and boys are trapped by the desire to adventure and explore the world around them, which exposes them to illicit sexual acts resulting in unwanted premarital teenage pregnancy and child marriage (UNICEF, 2019). Limited access to SRHR information and services by sexually active adolescent girls is a major factor contributing to unwanted teenage pregnancy. Adolescent girls and boys lack knowledge on the linkage between sexual activity and pregnancy; sexual consent; girls' menstrual cycle; and associated risks of pregnancy; contraceptive methods and healthy sexual behavior; and consequences of unprotected sex (UNFPA 2020). Girls, especially in the rural areas, lack life and social skills which include making positive decisions; self-esteem, patience, assertiveness, and a bargaining power, which could help them, navigate life's challenges better and avoid early sex and/or early pregnancies (Nabugoomu et al. 2020).

Family and household level drivers



At the family level, acquaintances, broken families, homelessness, and age of parents among others are drivers of VAC. Children trust the person they know, and despite their discomfort, they find it difficult to oppose that person's behaviour. Additionally, less-educated girls are more at risk of CM and TP; for example, 35 percent of girls aged 15-19 years with no education have already had a baby, compared to 11% of girls who have more than secondary education (UDHS, 2016).

Poverty is known to be a major driver of VAC and exposure to risky sexual behaviors. Children from poor households are more at risk of getting pregnant and married off compared to those in relatively better households (UDHS, 2016). Children who are poor and in need are abused by adults who claim to be there for them while taking advantage of them. The family setting also presents several scenarios responsible for promoting sexual violence among children. These include peer influence among the boys, living in an extended family, lack of self-respect among the family members, lack of necessities at home, starvation from sex among the adults, poor upbringing or being raised in broken families, child neglect, and growing up with stepparents. Furthermore, bride wealth payments on one hand expose girls to child marriage, as poor parents see their daughters as a source of wealth through bride price and encourage or force them to get married early (UNFPA 2019). Children who grow up in broken families experience sexual abuse. In these homes, children grow up facing relational cruelty, including domestic violence, sexual abuse, and other forms. Equally, the age of parents plays a significant role in parenting a child. Children are in significant danger if their parents are too old to provide sufficient protection. They do not effectively meet the needs of their children because they are unsure of how to respond in certain situations. As a result, it can potentially lead to sexual abuse. UNICEF (2023) report showed that being an adolescent with a disability, orphan or living in a child headed household make girls more prone to VAC. Additionally, adolescents whose parents have low levels of education, living with single parents, in polygamous families and having alcoholic and/or abusive parents are more at risk of marrying early and getting pregnant (NSCM&TP 2022).

Community/Societal level drivers

A significant contributor to child sexual abuse at the community level is unemployment. An individual may resort to any form of abuse, including sexual abuse, to deal with the stress of unemployment. Unemployment affects children more severely than adults. And if there is a rise in even one unit of unemployment, all abuse will inevitably rise. Additionally, modernization in the communities through socio-economic transformation has been characterized by common bad behaviors associated with growth of townships for example gambling, alcohol and/or drug abuse, unregulated entertainment spaces for young girls and boys. This has increased the girls' vulnerability to peer influence, early sexual debuts, premarital teenage pregnancy, and child marriage. The concept of adolescents and community misconstrued idea of children's rights and adoption of some western cultures have further negatively influenced Children's behaviors – resulting into moral decay and children's resistance to parental guidance (UNICEF 2015).

Further, climate disasters, health related pandemic like COVID -19, cattle rustling in Karamoja and Acholi regions, conflict and humanitarian situations have been identified as the core drivers of violence against children. With refugees, 86 per cent are women and children, most of who come from cultures with negative gender norms which compounds the already existing drivers for child abuse including teenage pregnancy and child marriage in the host communities in Uganda (UNCHR 2020). Social-cultural norms, practices and perceptions are the other drivers to VAC largely due to the cultural perception that transition from childhood to adulthood is defined and constructed around marriage and reproduction. Finally, the media, such as pornography and other sexual content in movies, videos, song lyrics or on social media sites, influences Children into trying out the sexual scenes or considering sex as an adventure. In addition, rape from young men, some under the influence of drugs, is a contributing factor (Nabugoomu et al 2020).

Institutional drivers

Inadequate implementation of policies, laws and programs related to protecting children from harmful practices, inadequate access to child and social protection services, limited birth registration (birth registration for under-five children in Uganda stands at 32 per cent and only 19 per cent of under-fives have a birth certificates) and challenges with girls accessing and completing a quality education remain significant issues in Uganda (UNICEF 2019). The long distances to schools, non-existent or poor school facilities, lack of dedicated teachers and lack of sanitary facilities all contribute to school dropout especially among girls thus making them more vulnerable to rights violation including exposing them to child marriage and teenage pregnancy which are forms of VAC (UNFPA 2020).

Cross cutting drivers

Climatic change



The shifting population dynamics, particularly in terms of growth, will inevitably impact resource utilization. Consequently, the effects on the climate will be most profoundly experienced by future generations, especially the Children. For instance, in periods of prolonged drought, women and girls make more frequent and longer journeys to obtain food or water, which makes them vulnerable to sexual assault. Droughts also result into food shortages which contribute to undernourishment especially among children thus impacting on their rights to good nutrition (MoGLSD VAC Survey, 2018). In recognition of these challenges, the NDPIII underscores the urgent need to address population dynamics as a crucial component in tackling the consequences of climate change. This strategic approach is vital for achieving improved household incomes and enhancing the overall quality of life for the population. Additionally, the plan highlights the perils associated with climate change, including regional conflicts, population migrations, and the resultant influx of refugees, all of which directly impacts on children in terms of nutrition and their welfare thus contributing diminishing their quality of life.

HIV/AIDS



The HIV epidemic in Uganda continues to be severe, mature, generalized, and heterogeneous. Country factsheets for HIV at UNAIDS show that in 2019, the national estimates for 2019 put HIV prevalence at 7.1% for women, 4.3% for men, 2.8% among young women and 1.1% among young men. They also show that 53,000 people were newly infected with HIV: 5,700 children aged 0 to 14 years, 48,000 adults aged 15 years and older, and 28,000 women aged 15 years and older. Among older adolescents and Children, prevalence is almost four times higher among females than males. Structural issues have been identified as some of the drivers to HIV prevalence and include gender inequality, economic inequities, harmful cultural norms, and deep-seated stigma and human rights challenges. Behaviour change efforts (such as age-appropriate sex education, community-based behavioural prevention, and condom use and prevention programmes among populations at greater risk of HIV exposure) also have not been implemented at the scale needed to achieve sustainable declines in new HIV infections. These inadequacies perpetuate risk and vulnerability, sustaining the cycle of new infections from one generation to the next or spreading infections from one population group to another, especially among Children.

Section Two: Strategic Analysis

This involves analyses of JFCU stakeholders; external analysis related to political, economic, social, technological, and legal (PESTL); and internal analysis on strength, weaknesses, opportunities, and threats (SWOT) analysis in as far as they relate to the organization's programs. The options analyses are based on the choices that must be taken in JFCU programming.

Stakeholder analysis

Stakeholders play a critical role in strategic plan implementation by providing support materials, technical assistance, advocacy, participating in programmes and providing goodwill, and a facilitating environment. Below is a summary of key stakeholders, their interest in JFCU, expectations from the relationship, their current functions/roles, and strategies for engagement

Stakeholder category	What is their interest in JFCU?	What do they expect from the relationship with JFCU?	Current function/role of stakeholders	Strategies for engagement
Professionals in addressing violence against children	Source of research about violence against children	Evidence on violence against children	Generating information which can be used for advocacy, planning and child focused program designs.	Joint research and information generation
JFCU local partners	Strategic partnership for effective advocacy on violence against children	Improved rights advocacy; provide guidance in identifying and responding to rights priorities of children	Providing technical assistance and expertise in JFCU programs; financial and material resources, capacity building for JFCU staff; support supervision, capacity building for JFCU staff, financial and material resources	Joint priority setting, strengthening accountability for resources use, information sharing and feedback
JFCU development partners	Strategic partnerships	Supporting rights advocacy programs; strengthening legal and policy provisions for addressing violence against children; litigation for survivors of violence	Financial and material support, capacity building, linking JFCU to other donors and supporters, providing technical assistance	Strengthening accountability for resources use, information sharing and feedback

External analysis

This strategic plan will be implemented within the framework of national trends in the economic, social, legal, political, and technological environment that impacts on JFCU development initiatives.

Political and legal environment

Currently, there is fair political by the Ministry of Gender, Labor, and Social Development to support policy and legal reforms aimed at recognizing and improving the rights of children in Uganda. This is reflected in the Social Development Sector Plan goal of promoting labor productivity, employment, protecting rights of vulnerable and empowers marginalized groups for gender-responsive development. JFCU will take advantage of the current political will towards observance of children's rights through promotion of awareness, community systems strengthening and advocacy. It will further support interventions aimed at increasing access to litigation services to survivors of violence against children.

Economic environment

The current economic hardships faced by many families have tended to largely impact on children. This is in terms of school dropout due to failure by their parents to afford school fees and related scholastic materials, domestic violence in homes, early marriages, and teenage pregnancy among others. As a result, a lot of cases of child rights abuse are triggered off by poverty, especially in the rural areas.

Social environment

There exist many negative social norms practiced by different communities which ultimately adversely affect children. The limited adoption of gender justice principles in children upbringing have resulted into violation of their rights thus contributing to the observed school dropouts, teenage pregnancy, and early marriage as well as other related cases of gender-based violence

Technology environment

With the growing industrialization and urbanization, they definitely occasion growth and use of Information and Communication Technology through the internet and mobile telephony. Over the last 5 years, Uganda's Information Communication and Technology (ICT) Sector has been growing at an average rate of 19.7% per annum with more young embracing it. This in some instances has exposed them to undesired materials but on the other hand, is a critical avenue for information dissemination.

JFCU's internal environmental analysis

In developing this strategic plan, strengths, weaknesses, opportunities, and threats (SWOT) analysis was undertaken (Table 2). Strengths are internal organizational factors which JFCU will optimize to deliver on this strategic plan while the weaknesses should be addressed to minimize their negative impact on achievement of the desired outcomes in the implementation of the strategic plan. Opportunities are factors in JFCU's operating environment which can be harnessed to support implementation of the strategic plan. On the other hand, threats are factors that are likely to interfere with the achievement of the desired outcomes in the implementation of the strategic plan.

Table 2: SWOT analysis

Strengths	Strategies to Maximize
JFCU registered with NGO Board in 2006 under Reg. no. S.5914/6687, complying with government regulations and policies.	<p>Making human rights-based approach more Children centered to ensure sustainability and meaningful impact.</p> <p>Mobilize and empower Children to come together and advocate for their rights</p>
Strong collaborations with CSOs working on child rights	Leverage on resource to further develop its organizational systems, structures, and programs
Strategic partnerships with government Ministries, Departments and Agencies	Continuously align intervention to national development priorities on VAC
Strong community structures including religious and cultural institutions to address VAC	Continuously engage these institutions to gain their support to address VAC
Internal management systems and policies (finance ,human resource, child safe guarding policies among others) that guide the day to day operations of the institution	Continuously refer to the policies before/during and after implementation of activities

Weaknesses	Strategies to minimize
Organization highly dependent on donor funding	Look for alternative sources of funding.
Limited resources to advocate for the rights of children at national and global levels	Develop strategic partnerships to leverage on advocacy efforts
Limited programming in economic empowerment interventions targeting children and their households	Strengthen strategic partnerships with other service providers through strengthened programming
Limited sustainability and result driven organization	Strengthen organizational development
Opportunities	Strategies to harness
There are several CSOs engaged in addressing violence against children	Strengthen strategic partnerships to leverage resource to address concerns of violence against children
There are other areas like Menstruation and hygiene, self care where JFCU can widen its programming	Review programming scope to integrate more components related to children's rights to enhance JFCU comparative advantage
Existing legal and policy framework laws that prohibit child abuse in Uganda e.g. Constitution of Uganda 1995, Penal Code, Children's Amendment Act 2016, National Child policy 2020	Work with the legal fraternity to understand the application of law in regards to promoting children's rights
There are government agencies responsible for protection and promotion of rights and welfare of children such as National Council for Children in the Ministry of Gender Labor and Social Development (MGLSD), Child and Family Protection Unit- Uganda Police Force, Parliamentary Committee on Children.	Continuously work with these agencies and leverage on their expertise
Threats	Strategies to minimize
Shrinking advocacy space on rights issues	Conduct joint advocacy with other CSOs to raise a common voice
Donor fatigue	Internal resource mobilization to address the issues of VAC

Options analysis

JFCU has over the years been operating in a project mode as reflected in the number of interventions which run independently. This has had management and organizational development challenges. In this strategic plan, JFCU has taken the option of adopting a programmatic approach to its interventions with the view of streamlining its human resources as well as strategically deploying its resources for optimal outcomes and organizational sustainability.

SECTION THREE: STRATEGIC IDENTITY



JFCU's strategic identity in addressing violence against children is shaped by its compelling vision, mission, and values. These three elements eloquently express the purpose behind JFCU's existence, its ambitious goals, and the approach it adopts to carry out its work.

Mission

To end violence against children in Uganda through capacity building, advocacy, psycho-social and legal support

Vission

All children in Uganda enjoying their rights, being protected and cared for and having equal opportunities to realize their full potential

Values and Principles

In undertaking of its activities, JFCU strives to achieve and uphold the values of: Dedication; Impact creation; Community based approach; and Teamwork. The principles that guide the activities of JFCU are: Accountability; Transparency; Professionalism; Collaboration; Efficiency and effectiveness

SECTION FOUR: STRATEGIC DIRECTION

Introduction

The child rights ecosystem encompasses a diverse range of actors, legal frameworks, policies, and programs that collectively shape and impact on children in Uganda. These actors comprise both local and international organizations, institutions, and entities that play a significant role in influencing the development agenda related to addressing violence against children. They include development partners, ministries, departments, and agencies, as well as NGO/CSOs (Non-Governmental Organizations/Civil Society Organizations), CBOs (Community-Based Organizations), FBOs (Faith-Based Organizations), religious and cultural institutions, and the public.

Within this ecosystem, various factors contribute either to establishing a supportive and conducive operating environment or pose resistance to the advancement of the child rights agenda. In this context, JFCU assumes a leading role in influencing the child rights ecosystem to ensure the effective delivery of services in the country. JFCU will actively engage with different actors within the ecosystem, advocating for comprehensive and inclusive policies, programs, and practices that prioritize the rights and well-being of children in Uganda. Through its efforts, JFCU will promote a holistic and rights-based approach to addressing barriers, ensuring access, and fostering a supportive ecosystem for comprehensive delivery of child rights protection services. Along this thinking, JFCU strategic direction will be defined by its theory of change elaborated hereunder.

JFCU Theory of Change

The children's rights ecosystem can be effectively transformed through the JFCU Theory of Change (ToC), which is supported by five priority interventions (Annex 5). JFCU's primary focus is on protecting the rights of children, which is facilitated by community systems strengthening, supporting children education rights, psychosocial and legal support, child rights advocacy, and developing and sustaining a professional organization. The JFCU ToC is outlined as follows:

IF JFCU engages in community systems strengthening, supporting children education rights, psychosocial and legal support, child rights advocacy, and developing and sustaining a professional organization, THEN it will expedite progress towards enabling every child in Uganda to enjoy their rights and be protected to express themselves without any form of violence.

Alignment with national development priorities

Table 3: Alignment of JFCU strategic plan with NDPIII, NSCM&TP 2022 and SDGs

	NDP III (2020)	NSCM&TP (2022)	JFCU (2022-2028)	SDGs
Vision	A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years	A society free of child marriage and teenage pregnancy	All children in Uganda enjoying their rights, being protected and cared for, and having equal opportunities to realize their full potential	Goal 1: End poverty in all its forms everywhere; Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; Goal 3: Ensure healthy lives and promote well-being for all at all ages
Goal	To increase average household incomes and improve the quality of life of Ugandans	Ending child marriage and teenage pregnancy for inclusive growth and socio-economic transformation	Every child in Uganda to enjoy their rights, be protected, and express themselves without any form of violence	Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; Goal 5: Achieve gender equality and empower all women and girls; Goal 7: Ensure access to affordable, reliable, sustainable, and modern energy for all

THEMATIC AREAS AND CRITICAL PATHWAYS

JFCU's 2023-28 Strategy aims to uphold and strengthen the fundamental principles at the heart of its mission: To end violence against children in Uganda through capacity building, advocacy, psycho-social and legal support. To effectively advance the transformation of the child rights ecosystem, JFCU will rely on a set of thematic strategic objectives, critical pathways, and priority actions as guiding principles towards realizing its goal and impact reflected in Table 3 above:

- a) **Thematic Strategic Objectives:** JFCU has identified specific objectives that serve as focal points for its strategic initiatives. These objectives are carefully designed to address critical child rights challenges and contribute to positive change within the ecosystem.
- b) **Critical Pathways:** JFCU will adopt critical pathways that outline essential steps towards achieving its strategic objectives. These pathways serve as a roadmap for implementing targeted interventions and ensuring effective outcomes.
- c) **Priority Actions:** JFCU will prioritize a set of action points that align with its strategic objectives and critical pathways. These actions encompass a range of activities and initiatives aimed at catalysing progress in ensuring efficient resource allocation and maximizing impact.

Thematic Area 1: Community systems strengthening

Strengthened community structures that can engage in productive activities are the goal for JFCU. Community systems strengthening (CSS) is an approach that promotes development of informed, supportive communities and community-based structures so that they can contribute to long term sustainability of social interventions at community level will be adopted in addressing VAC. The CSS approach facilitates the development of an enabling and responsive environment in which these contributions can be effective. With respect to VAC, the main structures that JFCU will support will include religious and cultural institutions, Community Based Organizations and community groups, educational institutions and political leaderships through sensitization, trainings, and other forms of empowerment to facilitate positive change.



Strategic objective 1: To strengthen community structures' capacity to influence changes in dominant thinking in regard to social and cultural norms that cause, drive and perpetuate the practice of VAC in society.

Critical Pathways (CP)

CP1.1 Supporting community-level efforts to address VAC: JFCU will build capacity of religious, cultural, and training institutions and households in order to transform their attitudes, mindsets and influence norms within communities and families towards addressing VAC. Training of parents and communities on positive parenting will be supported in order to address VAC at household level. JFCU will support households and CBOs involved in rehabilitation of adults that perpetrate violence as well as the survivors. It will further facilitate support groups of parents and caregivers to encourage confidence to share experiences while empowering role models as change agents. Children especially males will be at the centre of JFCU efforts and engaged as agents of change as part of meaningful involvement of Children (MIYP) efforts for purposes of ownership and sustainability of the interventions.

CP1.2 Community awareness: JFCU will implement interventions aimed at creating awareness about VAC through multimedia channels. Children will be at the core of these awareness campaigns and message development.

CP1.3 Economic empowerment: Efforts will be made to address gender inequalities about household incomes through supporting households with income generating activities and trainings in basic financial literacy skills such as village saving groups and registering their businesses. Households will be linked to existing government economic empowerment programs like Emiyoga and Parish Development Model to mitigate the effects of poverty as a driver to VAC. Male involvement in socioeconomic activities at home will be core to JFCU interventions.

CP1.4 Strengthening the referral system and legal redress: JFCU will support actors working on addressing VAC to strengthen the referral system for early identification and redress of the survivors of violence right from the community level to the district. This will also include supporting litigation processes for those whose rights have been infringed.



Outcomes

- 1.Reduction in the cases of domestic violence and Violence against children in homes and communities
- 2.Increased reporting of cases of sexual and domestic violence
- 3.Increased household incomes

Priority Actions

- 1.Build capacity of religious, cultural, and training institutions and households to address VAC.
2. Empower parents and communities on positive parenting to address VAC at household level.
- 3.Support households and CBOs involved in rehabilitation of adult's perpetrators of VAC and the survivors.
- 4.Empower role models as change agents to campaign against VAC.
- 5.Create community awareness about VAC through multimedia channels.
- 6.Address gender, inequalities through household, income generation activities and linkage to government development programs
- 7.Strengthening the referral system ,and legal redress for VAC survivors
- 8.Enhance access ,to SRHR information and services.
- 9.Support access ,to vocational training ,among households for economic empowerment



Thematic Area 2: Child education rights

JFCU acknowledges that education enables the child to develop to his or her fullest possible potential and to learn respect and demand for human rights and fundamental freedoms. Child education starts right from home to school settings. The purpose is to enable the children acquire life skills early enough to make informed decisions and minimize chances of being lured into undesired behavior and practices that predispose them to abuse. Furthermore, retention of children in school settings helps them to delay sexual activities which can result into early marriage of teenage pregnancy. Empowered households and communities are therefore critical in supporting child education.



Strategic objective 2: Increase access, uptake and/or utilization of quality educational services at community level

Critical Pathways (CP)

CP2.1 Empowering teachers: JFCU will train teachers on creating a conducive school environment that facilitates enrolment and retention of children in school. Issues of alternatives to corporal punishments and minstrel hygiene will be addressed through these trainings. It will also train senior men and women teachers as well as matrons on child counseling in order to enable children cope with school environment dynamics and minimize school dropouts.

CP2.2 Empower children on their rights: Children will be empowered about their right to education and its importance in enabling them acquire life skills and be able to report cases of physical violence or torture. Peers will be identified and trained as role models to positively influence others.

CP2.3 Provide scholastic materials: JFCU will identify children from vulnerable households and provide them with scholastic materials to enable them to complete their education.

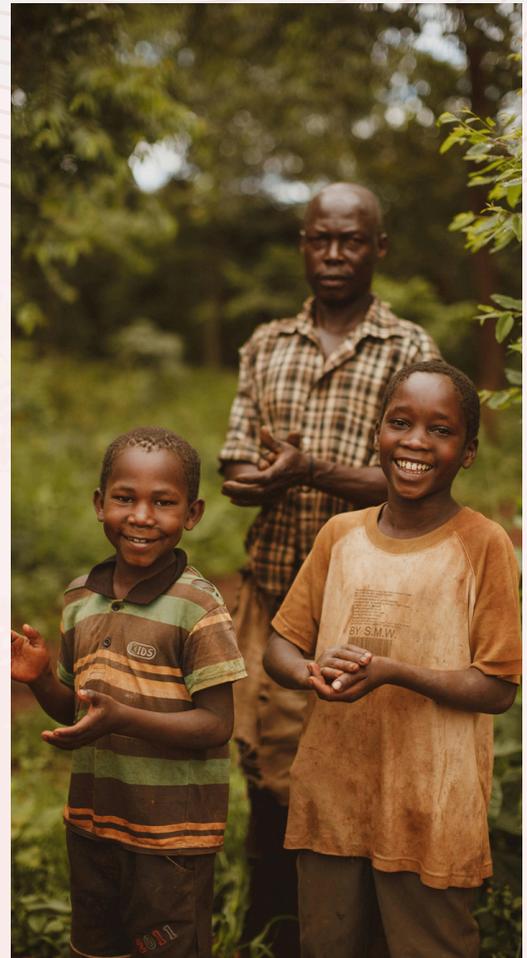
CP2.4 Support to vocational skills training: JFCU will support children to acquire vocational skills with focus on those who will have dropped out of school.

Outcomes

- 2.1 Reduced cases of child violence in schools
- 2.2 Increased enrolment in schools
- 2.2 Increased child retention in schools
- 2.4 Increased skills among children out of school

Priority Actions

1. Build capacity of teachers in observance of child rights
2. Support senior men and women teachers as well as matrons in acquiring counseling skills.
3. Train children on their right to education
4. Train child peers as role models
5. Support vulnerable households with scholastic materials.
6. Support to vocation skill training to children out of school
7. Build capacity of communities, parents, and children on the value of education
8. Provide career guidance for children in school.
9. Support to menstrual health and hygiene in schools
10. Engage communities and other stakeholders to support learners to access education



Thematic Area 4: Child Rights Advocacy

JFCU advocates for child-related laws and policies at district, national and international levels. This is done through research and analysis; building strategic partnerships with organizations and institutions with mutual interest; and lobbying decisionmakers at the different levels. At the national and international level, JFCU focuses child rights advocacy through working with Parliament of Uganda, UN Agencies as well as partnerships with other civil society organizations. This advocacy and awareness creation will an understanding of the common responsibility of each person to make children's rights a reality in every community.

Strategic objective 4: To advocate for inclusive policies, laws and programs that enable Children realize their rights.

CP4.1 Support evidence-based advocacy: JFCU will routinely generate evidence on VAC through research with involvement of Children and research institutions. The advocacy efforts will target policy and decision makers at global, national and district level. It will also focus on community level social influences including political, religious, and cultural leaders.

CP4.2 Meaningful involvement of Children: JFCU will empower Children to lead its advocacy efforts at all levels to showcase the effects of VAC.

CP4.3 Budget advocacy: JFCU will strengthen its capacity in budget analysis to inform its advocacy efforts. The rationale will be to ensure that sufficient resources are provided to VAC efforts at national and district levels.



Outcomes

- 4.1 Increased availability of evidence to inform advocacy.
- 4.2 Increased participation of Children in advocacy for their rights
- 4.3 Increased resource allocation for VAC interventions

Priority Actions

1. Conduct research to generate evidence for advocacy.
2. Conduct advocacy events at global, national, district and community level
3. Build capacity of Children in research and advocacy
4. Conduct budget analysis, budget advocacy and monitoring at national and district level.
5. Advocate for policies, laws and programs that address issues affecting Children.

Thematic Area 5: Institutional Development

To support its strategic intents, a strong and sustainable JFCU organization is necessary. In line with this, JFCU will continue to strengthen its internal capacity and organizational systems to deliver the envisaged outcome. This will present JFCU as the leading organization on children's rights.

Strategic objective 5: To Strengthen JFCU organizational capacity to deliver on its mandate.

Critical pathways

CP5.1 Adopt an organizational development process: Any changes in an organization's operating environment demand an organizational development review process. This enables the organization to readjust its structure, systems, and processes in sync with the new setups. By doing so, the organization becomes adaptive and emerges stronger after the process. JFCU will have to adopt extensive organizational development review processes over time and in a sustained manner. This calls for strong decision-making at governance and management levels.

CP5.2 Build strategic partnerships: JFCU's successful operations have been hinged on strategic partnerships with both local and global agencies. These partnerships have facilitated the organization's ability to leverage the comparative advantages that each partner brings on board. Moreover, JFCU has been able to rely on these relationships with its donors, partners, and allies to sustain its operations over time in a highly impactful manner, both at the community level through its volunteers and at the national and global levels.

Priority Actions

1. Digitalize the JFCU Management Information System: Implementing a digital management system will enhance efficiency and accuracy in data management, improving overall organizational performance.
2. Facilitate organizational development review process and strengthen systems, structures, and processes: Conduct a thorough review of the organization's current systems, structures, and processes to identify areas for improvement and implement necessary changes to enhance organizational effectiveness.
3. Facilitate staff development in line with the strategic plan imperatives: Provide training and development opportunities to staff members that align with the strategic plan. This will enhance their skills and competencies, enabling them to contribute effectively to the organization's goals.
4. Strengthen the volunteer base and youth structures through concerted mobilization: Focus on mobilizing and engaging volunteers and youth structures to actively participate in the organization's activities. This will enhance community involvement and ensure a broader reach for the organization's services.

Outcomes

- 5.1 Robust organizational systems and structures reinforced and adaptable to effectively navigate and thrive amidst evolving operating environments, ensuring stability and continuity.
- 5.2 Empowered organization with ample resources and capabilities to sustain its operations over the long term, enabling continued impact and growth.

SECTION FIVE: IMPLEMENTATION ARRANGEMENTS

Delivering on the strategy

This strategy sets out the implementation arrangements that will guide JFCU in the implementation and coordination of strategic actions to achieve the desired goals and objectives during the five-year period, 2023-2028

Institutional Arrangements, Governance and Management

The plan will be implemented and coordinated within the institutional arrangements of JFCU to ensure that JFCU's mandate aligns with national priorities. JFCU will ensure compliance with relevant government laws, regulations, and guidelines from stakeholders and development partners. The JFCU Board of Directors will provide overall strategic guidance and policy direction for implementing this strategy. The Executive Director will offer technical support to JFCU secretariat and partners to ensure effective planning, implementation, monitoring, and coordination of the plan.

JFCU will widely disseminate the Strategic Plan to its staff, local and global stakeholders, fostering ownership and commitment. The plan will be put into action through annual operational work plans, and feedback will be collected in the form of performance review reports. To enhance communication and advocacy for the implementation of the strategic plan, JFCU will review its Communication and Advocacy Strategy, which will promote awareness of Plan activities and improve internal and external communication with stakeholders.

As part of the implementation process, JFCU will undertake internal organizational and management transformations to align the organizational structure, systems, and processes with the aspirations of this strategy. The human resources will be reskilled and retooled in accordance with their respective mandates outlined in this strategy. Strategic partnerships will be developed, and existing ones strengthened, to effectively deliver on this strategy, as indicated in Table 5 below.

Table 5: Key Roles

JFCU Organs	Key Roles in Strategic Plan Implementation
Board of Directors	<ul style="list-style-type: none"> • Decision-making body • Provide oversight and monitor implementation of the Strategy. • Discuss and approve audited reports related to ongoing projects implemented within the framework of Strategy. • Formulate policies to guide implementation. • Receive, discuss and approve the annual work plans, budgets and reports. • Review progress of implementing the strategy and set annual priorities. • Set up sub-committees to support specific tasks of the Strategy. • Support resource mobilization efforts • Appraise the work of the Executive Secretary in relation to the Strategy implementation and targets
The JFCU Secretariat	<ul style="list-style-type: none"> • Operationalize and popularize the Strategy among staff and other stakeholders. • Lead Strategy implementation, ensuring effective monitoring, information documentation, reporting and dissemination. • Undertake annual reviews, midterm and end of Strategy evaluation to assess implementation progress and impact. • Build capacity of staff for quality service delivery • Mobilize resources in collaboration with the Board • Prepare and implement quarterly and annual works plans and associated reports for the attention of management and the Board of Directors
Development partners	<ul style="list-style-type: none"> • Provide technical support • Resourcing the Strategy • Support global level ,advocacy efforts
JFCU Field Offices	<ul style="list-style-type: none"> • Support and promote the work of JFCU at all levels • Participate in JFCU's oversight and capacity building initiatives • Contribute to JFCU's resource mobilization efforts
Government and Other Stakeholders	
Ministry of Gender, Labour and Social Development	<ul style="list-style-type: none"> • Advocate for legislation and policy making to improve service delivery in Uganda with JFCU input • Facilitate resources allocations to address VAC
MoE&S, MoFPED, JLOS, MoH, Parliament, OPM, MoLG/DLGs	<ul style="list-style-type: none"> • Support advocacy and policy, legislative and programmatic reviews to address VAC • Support implementation of policy, legislative and programmatic reviews to address VAC • Facilitate resources allocations to address VAC
Development Partners	Provision of technical and financial support services
Private Sector	Partnership with and resourcing JFCU on specific issues of interest
The media	Partnership with JFCU on providing correct information related to VAC, advocacy, and visibility of JFCU efforts.

Financing the Strategy

The proposed JFCU Strategic Plan Budget is an estimate and guide subjected to review during the annual planning and implementation. The total cost of the strategic plan over the 5-year period will be UGX 10,036,000,000 (Includes development expenditure of 7,315,000,000 and recurrent expenditure of UGX 2,721,000,000, Projected income to fund this strategic plan is estimated at 8,576,000,000 UGX; The resource mobilization strategy and subsequent annual work plans will highlight the actual resources required to implement this strategic plan. The summarized budget for 5 years is shown in the Table 6 below:

Financial Year	2023	2024	2025	2026	2027	2028	Total
Cost Categories	(UGX)	(UGX)	(UGX)	(UGX)	(UGX)	(UGX)	(UGX)
Development expenditure	650	812	1,015	1,269	1,586	1,983	7,315
Recurrent: Administration Expenditure	320	400	685	725	996	1525	2,721
Total Cost	970	1,212	1,700	1,994	2,582	3,508	10,036
Project Funding							
Internal Revenue	35	43	54	68	85	106	391
Development Partners	797	997	1,450	1,760	2,285	3,189	8,185
Total Expected Funding	832	1,040	1,504	1,828	2,370	3,295	8,576
Surplus/(funding gap)	138	172	196	166	212	213	1,460

JFCU will develop and execute a comprehensive resource business plan that will serve as a reliable guide for efficiently mobilizing the necessary resources to successfully implement the Strategy.

Performance monitoring, evaluation and learning arrangements.

The strategy implementation process will incorporate a results-based approach to monitoring, evaluation, and learning. This approach will be consistently and continuously applied throughout the implementation phase. It entails gathering and analyzing pertinent information on key performance indicators to assess the degree of success in attaining strategic objectives. The tracking will encompass all aspects of implementation, including inputs, activities, and outputs, as well as outcomes and impacts. A comprehensive plan for monitoring, evaluation, and learning is provided as a separate document.

Annex 1: JFCU LogFrame

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
Goal: Every child in Uganda to enjoy their rights and be protected to express themselves without any form of violence			
Impact			
Reduced violence against children	Percent reduction in prevalence of violence against children	National surveys JFCU annual performance review and evaluations Reports from other international agencies, districts, Research and think tank organizations, UBOS, MOH and Police.	
Reduced teenage pregnancy	Percent reduction in teenage pregnancy		
Strategic objective 1: To strengthen community structures' capacity to influence changes in dominant thinking regarding social and cultural norms that cause, drive and perpetuate the practice of VAC in society			
Outcomes			
Reduction in the cases of domestic violence in homes and communities	% reduction in the cases of domestic violence (Disaggregated by homes, communities and Districts)	National surveys JFCU annual performance review and evaluations	The current supportive government support to addressing VAC will prevail during the strategic plan implementation period
Increased reporting of cases of violence against children	% increase in reported cases of VAC		
Increased household incomes	% of supported households reporting increased incomes		

Priority Actions			
Build capacity of religious, cultural and training institutions and households to address VAC.	# of religious, cultural, training institutions and households trained to address VAC.		
Empower parents and communities on positive parenting to address VAC at household level.	# of parents and communities empowered on positive parenting to address VAC at Household level.		
Support households and CBOs involved in rehabilitation of adult's perpetrators of VAC and the survivors.	# of households and CBOs involved in rehabilitation of adult's perpetrators of VAC and the survivors supported		
Empower role models as change agents to campaign against VAC	# of role models by gender empowered as change agents to campaign against VAC	JFCU annual performance reports Quarterly progress reports	Sufficient resources will be generated to implement interventions
Create community awareness about VAC through multimedia channels	# of community awareness events conducted		
Address gender inequalities through household income generation activities and linkage to government development programs	# of targeted beneficiaries by gender supported through household income generation activities # of supported households linked to government development programs		
Strengthening the referral system and legal redress for VAC survivors	# of VAC survivors supported through the referral system # of VAC survivors supported through the legal redress mechanism		

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
Enhance access to SRHR information and services	# of targeted beneficiaries accessing SRHR information and services		
Support access to vocational training among households for economic empowerment	Support access to vocational training among households for economic empowerment		
Strategic objective 2: Increase access, uptake and/or utilization of quality educational services at community level			
Outcomes			
2.1 Reduced cases of violence against children in schools	% reduction in cases of child violence in schools	National surveys JFCU annual performance review and evaluations	The current supportive government support to addressing VAC will prevail during the strategic plan implementation period
2.2 Increased enrolment in schools	% increase in school enrolment by gender		
2.2 Increased child retention in schools	% increase in child retention in schools by gender		
Priority Actions			
Build capacity of teachers in observance of child rights	# of teachers trained by gender in observance of child rights	JFCU annual performance reports Quarterly progress reports	Sufficient resources will be generated to implement interventions

Priority Actions

Support senior men and women teachers as well as matrons in acquiring counseling skills	# of senior men, women teachers and matrons supported in acquiring counseling skills		
Train children on their right to education	# of children trained on their right to education		
Train child peers as role models	# of child peers trained as role models		
Support vulnerable households with scholastic materials	# of vulnerable households supported with scholastic materials		
Support to vocation skills training	# of children supported to acquire vocation skills	JFCU annual performance reports Quarterly progress reports	Sufficient resources will be generated to implement interventions
Build capacity of communities, parents, and children on the value of education	# of communities, parents and children empowered on the value of education		
Provide career guidance for children in school	# of children in school provided with career guidance		
Support to menstrual health and hygiene	# of girls supported through menstrual health and hygiene		
Engage communities and other stakeholders to support learners to access education	# of children supported to go back to school		

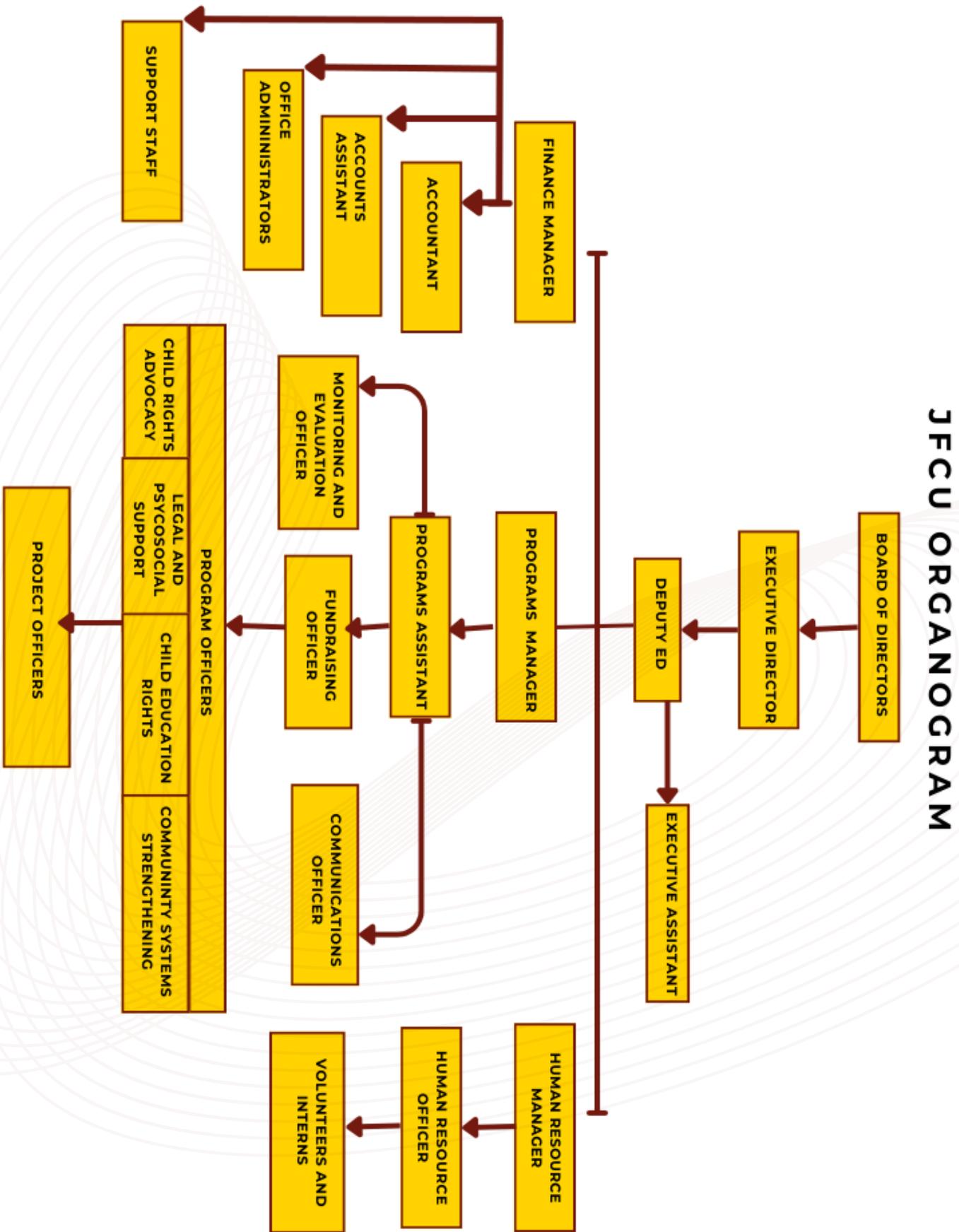
Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
Strategic objective 3: To empower vulnerable children realize full restoration of their health and psychosocial wellbeing			
Objectives			
Increased access to legal regress mechanisms for survivors of VAC Improved restoration of psychosocial wellbeing of survivors of VAC	% increase in access to legal regress mechanisms for survivors of VAC % of VAC survivors reporting improved psychosocial wellbeing	JFCU annual performance review and evaluations	The current supportive government support to addressing VAC will prevail during the strategic plan implementation period
Priority Actions			
Support legal aid services for survivors of VAC	# of VAC survivors supported with legal services	JFCU annual performance reports Quarterly progress reports	
Conduct mobile legal aid clinics to offer pro bono legal counsel and legal education	# of mobile legal aid clinics conducted		
Support survivors of VAC with psychosocial counseling services	# of survivors of VAC supported with psychosocial counseling services		
Train CBOs and community level trained volunteers	# of CBOs and community level volunteers trained		
Train enforcement agencies, health workers and Local Councils in handling reported cases of child rights violations.	# of enforcement agencies, health workers and Local Councils trained in handling reported cases of VAC	Sufficient resources will be generated to implement interventions	

Raise awareness on HIV and support young people to access treatment and prevention services	# of people who have participated in awareness campaigns		
Offer counseling services for children living with HIV and those that have been exposed through sexual abuse	# of children attending counseling sessions		
Strategic objective 4: To advocate for inclusive policies, laws and programs that enable Children realize their right			
Outcomes			
Increased availability of evidence to inform advocacy	% of advocacy events informed by research evidence generated by JFCU		
Increased participation of Children in advocacy for their rights	# of Children participating in advocacy for their rights	JFCU annual performance review and evaluations	The current supportive government support to addressing VAC will prevail during the strategic plan implementation period
Increased resource allocation for VAC interventions	% increase in resource allocation for VAC interventions at national and district levels		
Priority Actions			
Conduct research to generate evidence for advocacy	# of research conducted		
Conduct advocacy events at global, national, district and community level	# of advocacy events conducted at global, national, district and community level	JFCU annual performance reports Quarterly progress reports	Sufficient resources will be generated to implement interventions
Build capacity of Children in research and advocacy	# of Children trained in research and advocacy		

Conduct budget analysis, budget advocacy and monitoring at national and district level	# of budget analyses, budget advocacy and monitoring events conducted at national and district levels	JFCU annual performance reports Quarterly progress reports	Sufficient resources will be generated to implement interventions
Advocate for policies, laws and programs that address issues affecting Children.	# of policies and law passed into law	JFCU annual performance reports Quarterly progress reports	Sufficient resources will be generated to implement interventions
Strategic objective 5: Strengthen JFCU organizational capacity to deliver on its mandate			
Outcomes			
Robust organizational systems and structures reinforced and adaptable to effectively navigate and thrive amidst evolving operating environments, ensuring stability and continuity.	% of JFCU organizational systems and structures operating optimally	JFCU annual performance review and evaluations	JFCU Board of Directors will provide oversight role to enable realization of the organization's vision, mission and goal

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
and capabilities to sustain its operations over the long term, enabling continued impact and growth.	% increase in resources utilization rates		
Enhanced and enduring partnerships and collaborations established with diverse intersectional movements at the local, national, and global levels, fostering deep-rooted relationships for collective impact.	# of strategic partnerships and collaborations established at the local, national, and global levels	JFCU annual performance review and evaluations	JFCU Board of Directors will provide oversight role to enable realization of the organization's vision, mission and goal
Robust monitoring, evaluation and learning system	# of products generated by the MEL system	JFCU annual performance review and evaluations	JFCU Board of Directors will provide oversight role to enable realization of the organization's vision, mission and goal
Priority Actions			
Digitalize the JFCU Management Information System	Functional digitalized Management Information System in place		
Facilitate organizational development review process and strengthen systems, structures, and processes	# of organizational development (OD) review conducted # of capacity building events informed by OD reviews implemented	JFCU annual performance reports Quarterly progress reports	Sufficient resources will be generated to implement interventions
Facilitate staff development in line with the strategic plan imperatives	# of staff development events conducted in line with the strategic plan imperatives		
Strengthen the volunteer base and youth structures through concerted mobilization	# of active volunteers working with JFCU		

Appendix 2: Organization Structure



OUR PARTNERS



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