Strategic Framework

2019 - 2022

HEALTHY WOMEN. HEALTHY WORLD.
Dear colleagues, partners and friends,

White Ribbon Alliance (WRA) Uganda’s four-year strategic plan has been developed in tandem with national and global frameworks and strategies. These include: The Investment Case for Reproductive, Maternal, Newborn, Child and Adolescent Health Sharpened Plan for Uganda (2016/17–2019/20), National Development Plan (NDP II), Uganda’s Vision 2040, the Sustainable Development Goals and the Global Strategy for Women’s, Children’s and Adolescents’ Health. The plan has also been shaped by the Global Alliance’s five-year strategic plan (2018-2022), and experiences and lessons learned during the implementation of our previous strategic plan (2012-2016).

The current plan focuses on strengthening our organizational capacity to place WRA Uganda in a stronger position to advocate for the survival of mothers, newborns and adolescents; mobilize adequate financial, human and material resources for reproductive, maternal, newborn, child and adolescent health (RMNCAH); empower citizens to demand quality, equitable healthcare; and ensure greater accountability of the government to people. We shall use our experience and convening power to ensure that dialogue between citizens and policymakers contributes to a stronger healthcare system.

We will build on past achievements and lessons learned while exploring new opportunities and ways of doing things so that we can make a greater and lasting impact on the lives of women and girls across Uganda.

WRA Uganda believes that “no woman should die while giving life.” Rather, we should together ensure that women, children and adolescents, survive, thrive and flourish. There is no better investment that a nation can make than in its human resources.

Our deepest gratitude goes to our Patron Hon. Janet Kataaha Museveni, who has demonstrated deep commitment to ensure that women, children and adolescents survive and thrive.

We would like to express our sincere appreciation to our partners, WRA members, champions and Mr. Freddie Kalibwani’s special contribution in supporting the development of the first draft. Most importantly, we would like to highlight the role of the WRA Global Team for providing the technical and advisory support that made it possible to complete our Strategic Plan 2019-2022. We look forward to your continued support and commitment as we start the implementation process.

PROF JOSAPHAT BYAMUGISHA
CHAIRPERSON, BOARD OF DIRECTORS

WHITE RIBBON ALLIANCE UGANDA | STRATEGIC PLAN 2019-2022
WRA VALUES

PASSION

WRA Uganda is a people-led movement driven by passion and commitment to our issues, approach and values.

INTEGRITY

All members of WRA Uganda hold themselves and each other accountable for excellence in our work and respect and honesty in our relationships. WRA Uganda demands the highest ethical standards from our staff and volunteers, including in delivering on our fiscal responsibilities.

VOLUNTEERISM

WRA Uganda’s work is driven by a wide and diverse group of volunteer members who are committed to improving the lives of citizens and promoting citizen’s rights at various levels across the country.

PERSEVERANCE

To achieve our vision means challenging the status quo, thus WRA Uganda is creative, politically savvy, and tenacious in pushing for change.

EQUALITY

WRA Uganda believes in the equal value of every human being and the universal rights of all people.
Our Vision
A Uganda where all girls and women realize their right to quality health and well-being

Our Mission
Activate a people-led movement for reproductive, maternal and newborn health and rights
WRA Uganda's key advocacy achievements include:

- **Improvements in procurement and availability of lifesaving commodities for women and newborns:** A significant increase in the number of essential maternal, newborn health (MNH) workers such as midwives, doctors, and anesthetists; and significant improvements in health infrastructure including more health facilities and surgical theatres built and/or renovated.

- **Women and girls are increasingly claiming and enjoying their rights to lifesaving health services** in target districts.

- **Provided significant technical assistance to Members of Parliament (MPs)** in analyzing budgets and conducting research for improved policymaking and advocacy.

- **Built bridges between citizens, local governments, MPs and other policymakers** so that the health system responds directly to community needs. Citizens learnt that they can benefit from engaging with their MPs, and all participants in WRA Uganda’s citizen engagement programs learned that by working together everybody wins.

- **Effective use of citizen-led accountability has had a ripple effect** beyond the communities where we have worked. Beyond our campaigns, people continue to engage their leaders about safe motherhood by using key events like budget preparations and health facility monitoring visits to demand change.

- **The Act Now to End Teenage Pregnancy Campaign,** implemented in 2016, **mobilized 120,000 Ugandan citizens, many of them adolescents, to demand governmental action in reducing Uganda’s teenage pregnancy** rate through a grassroots movement that utilized innovative outreach tools to engage the media, government officials, and youth activists.

- **Obtained commitments from the President and Prime Minister** to finding multi-sector solutions to ending teenage pregnancy.

- **Secured funds** from the Ministries of Health and Education and Sports for interventions aimed at ending teenage pregnancy in their budgets for FY2017/2018.

- **Inspired and supported** the Ministry of Education and Sports National Sexuality Education Framework as part of their commitment in the National Strategy to End Child Marriage and Teenage Pregnancy.

- **Generated evidence for decision making** based on women and girls’ self-articulated needs. As part of the **What Women Want** global advocacy campaign, engaged over 90,000 women and girls in Uganda about their priority requests for quality reproductive and maternal health care.
By realizing human rights and amplifying citizen voices to create demand for health, we will directly contribute to the targets under Sustainable Development Goal 3:

- **3.1 - By 2030**, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
- **3.2 - By 2030**, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
- **3.7 - By 2030**, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs.
- **3.8 - Achieve Universal Health Coverage (UHC)**, including financial risk protection, access to quality essential healthcare services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.

The Government of Uganda has updated the RMNCAH Sharpened Plan (2017) and developed an Investment Case to accelerate progress through five strategic shifts. The strategic shifts provide new ways of thinking, behaving and/or responding differently to achieve remarkable impact on mortality in the country.

The five-year RMNCAH investment case is anchored on the HSDP II targets for 2020:

- **Reduce Maternal Mortality Ratio** from 336/100,000 live births to 320/100,000 live births by 2020
- **Under 5 Mortality Ratio** from 64 to 47 per 1,000 live births
- **Infant Mortality Ratio** from 43 to 32 per 1,000 live births
- **Newborn Mortality rate** from 23/1,000 live births to less than 14/1,000 live births by 2020
- **Teenage pregnancy rate** from 24% to 14% by 2020

WRA Uganda will specifically contribute to the following SDG 5 targets:

- **5.1 - End all forms of discrimination against all women and girls everywhere.**
- **5.2 - Eliminate all forms of violence against all women and girls** in the public and private spheres, including trafficking and sexual and other types of exploitation.
- **5.3 - Eliminate all harmful practices**, such as child, early and forced marriage and female genital mutilation.
KEY TARGETS WE AIM TO ACHIEVE

50% TARGET

COMMITMENTS
By 2022, 50% of women and girls in six target districts and communities know the state’s commitments on SRHR and can hold their leaders accountable

IMPLEMENTATION
By 2022, SRHR community score cards are adopted to track SRHR services and information at national and district levels to inform implementation

SCORE CARDS

QUALITY OF CARE
By 2022, Quality of Care Network indicators on SRHR are adopted and monitored in at least six districts

MONITORING

70% TARGET

SERVICES
By 2022, 70% of women and girls in six target districts have access to quality SRHR services and information

* As part of the 2019-2022 Strategic Plan, WRA Uganda will put a renewed emphasis on the importance of Monitoring, Evaluation, Accountability and Learning (MEAL). By quarter three 2019, WRA Uganda will have implemented a comprehensive MEAL plan aligned with the Global Alliance Strategic Framework.
WHITE RIBBON ALLIANCE UGANDA  | STRATEGIC PLAN 2019-2022

OPERATIONAL APPROACHES

LED LOCALLY, UNITED GLOBALLY

WRA Uganda is an autonomous National Alliance with its own governance structure that maintains an affiliation with the global White Ribbon Alliance. WRA Uganda follows the WRA Global framework, while structuring our operations based on Uganda’s unique needs.

NOTHING ABOUT US, WITHOUT US

WRA Uganda actively seeks inclusive participation of, and partnership with, women, men, families and communities, health professionals and practitioners. We also seek participation from decision makers including local and international agencies, donors, civil service employees and elected officials. WRA Uganda values and protects individual, gender, cultural, religious and social diversity. We work hard to ensure that men, women, girls, boys and newborns are represented and heard.

COMMITMENT TO FEEDBACK LOOP

We provide on-going feedback to both communities and decision makers about how our work is creating change. This feedback loop is more than a matter of principle, it is a proven way to build and reinforce the skills and commitments of advocates who are driving the movement at all levels.

NIMBLE AND MIGHTY

While devoted to our mission, WRA Uganda is nimble, flexible and quick to adapt to changing circumstances and new opportunities. We have high expectations of what we can achieve with our resources and are adept at working in an ever-changing environment to maximize efficiencies.
A PEOPLE-LED MOVEMENT

Each WRA National Alliance begins as a grassroots movement of organizations and individuals who identify the unique systemic changes that need to be made to ensure that all girls and women can realize their right to quality health and well-being.

THE GLOBAL ALLIANCE

Made up of members, staff, volunteers and advocates at the national and global level, WRA operates with a shared vision, mission, values and strategy, with priorities set locally and championed globally.

MEMBERS

WRA members include individuals, local organizations, health workers, policy makers, journalists and more. By coming together for a shared purpose they’re able to catalyze action on multiple levels.

NATIONAL SECRETARIAT

The Secretariat refers to staff or volunteers who convene and coordinate all Alliance activities. The composition of each Secretariat varies, but all operate as valued and recognized leaders.

NATIONAL ALLIANCES

Each National Alliance is a self-governing network of advocates and members that determine their issues and campaign priorities.

GOVERNING BOARDS

The governing bodies of the National Alliances and the Global Secretariat provide mission-based leadership and strategic oversight to ensure operational effectiveness and accountability.

NATIONAL ALLIANCE COUNCIL

The National Alliance Council is a peer-to-peer governing body comprised of five representatives from across the National Alliances and the Global Secretariat. Its main objectives are to oversee affiliation compliance and share best practices and lessons learned.

GLOBAL SECRETARIAT

The Global Secretariat consists of staff and volunteers who serve as a hub for the Global Alliance, offering technical support, advice and connections. They also lead on WRA’s global advocacy work.
**OUR VISION**
A Uganda where all girls and women realize their right to quality health and well-being

**IMPACT**
Maternal and newborn mortality and morbidity and stillbirths are reduced and universal access to sexual and reproductive health services achieved (SDG3)
Increased rights protection and agency of adolescents and women

**OUTCOMES**
Social Norms: Social norms are transformed to uphold the rights of women and girls
Accountability: Institutionalization of participatory citizen health planning and monitoring at district and national levels
Quality, Equity & Dignity: Improved quality, respect and dignity, especially for marginalized groups, in reproductive, maternal and newborn services
Policies & Practices: SRHR, RMNCAH and human resource policies are adopted and implemented based on women's and girls' needs
Increased Resources: National and local government funding for RMNCAH is increased, disbursed and used appropriately

**QUALITY, EQUITY AND DIGNITY**

**OUR STRATEGY**
LOCAL, NATIONAL & GLOBAL LEVELS

**FOUNDATION**
SUSTAIN A HIGH PERFORMING & UNITED ALLIANCE

**HOW WE CREATE CHANGE**

Educate & Empower: Educate citizens on their right to participate and demand accountability for their RMNCAH and rights
Influence Decision Makers: Catalyze civil society action and cultural leaders for advocacy and accountability
Evidence: Collect and use evidence for advocacy and accountability
Feedback Loop: Support mechanisms for a feedback loop between government and citizens
Media & Champions: Engage media and champions as advocates

A MULTI-SCTORAL APPROACH

Strong Secretariat
Grow & Diversify Funding Base
Informed & Engaged Membership
Clear governance
Robust monitoring, evaluation, learning and accountability
Join the movement
so that all girls and women
can realize their right to
quality health and well-being

FOR MORE INFORMATION, EMAIL US AT: InfoUG@whiteribbonalliance.org OR VISIT www.whiteribbonalliance.org/uganda