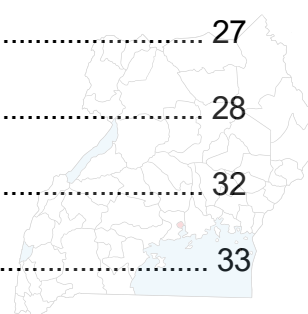


UGANDA NETWORK ON LAW, ETHICS AND HIV/AIDS STRATEGIC PLAN 2024-2028

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ACRONYMS

AGYW	Adolescent Girls and Young Women
ARASA	AIDS and Rights Alliance for Southern Africa
EANNASO	Eastern Africa National Networks of AIDS and Health Service Organizations
GBV	Gender-Based Violence
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HR	Human Resource
IEC	Information, Education and Communication
IRC	International Rescue Committee
JLOS	Justice, Law and Order Sector
KVP	Key and Vulnerable Populations
MEAL	Monitoring, Evaluation, Accountability and Learning
MGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MOUs	Memoranda of Understanding
NAFOPHANU	National Forum of People Living with HIV/AIDS Networks in Uganda
NDP	National Development Plan
NGO	Non-Governmental Organization
PIL	Public Interest Litigation
PLHIVs	People Living with HIV
POC	Point of Care
POCs	Persons of Concern
PWDs	Persons With Disabilities
SASA!	Start, Awareness, Support, Action — a community mobilisation methodology for preventing violence against women and girls and addressing unequal power relations
SGDV	Sustainable Development Goal
SGDV	Sexual and Gender-Based Violence
SP	Strategic Plan
SRHR	Sexual and Reproductive Health and Rights
SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Tuberculosis
UDHS	Uganda Demographic and Health Survey
UAC	Uganda AIDs Commission
UGANET	Uganda Network on Law, Ethics and HIV/AIDS
UNHCR	United Nations High Commissioner for Refugees

FOREWORD FROM THE CHAIRPERSON, BOARD OF DIRECTORS



On behalf of the Board of Directors, I am pleased to present the Uganda Network on Law, Ethics and HIV/AIDS (UGANET) Strategic Plan for 2024–2028. Building on our nearly 30-year legacy as a pioneer in human rights, health, and gender justice in Uganda, this strategic plan outlines our roadmap to navigate evolving systemic and socio-legal challenges. The plan was developed through an inclusive, 12-month consultative process involving our board, staff, partners, and community stakeholders to ensure our goals reflect collective priorities and ground-level needs.

To ensure financial resilience, UGANET will proactively adapt to changing donor trends by pursuing social enterprise opportunities, local philanthropy, and non-financial strategic partnerships to complement traditional funding streams.

We extend our sincere gratitude to our staff, development partners, civil society allies, and community structures for their unwavering commitment. Together, we remain dedicated to advancing social and legal protections so that all vulnerable communities in Uganda can live free from human rights violations, violence, and inequality.

Babiye Sarah Lubega
Chairperson, Board of Directors
Uganda Network on Law, Ethics and
HIV/AIDS (UGANET)



MESSAGE FROM THE EXECUTIVE DIRECTOR



Grace Nayiga
Executive Director
Uganda Network on Law, Ethics
and HIV/AIDS (UGANET)

As we launch UGANET's Strategic Plan for 2024–2028, we reflect on a journey defined by continuous learning, resilience, and an unwavering commitment to the communities we serve. Building on the lessons and achievements of our previous strategic cycle, this new roadmap positions UGANET to respond dynamically to the complex intersections of health rights, gender based violence, and legal access in Uganda.

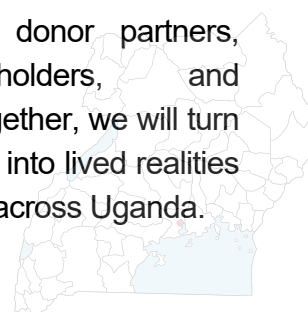
At the heart of our work is the understanding that health justice cannot be separated from human rights and gender equality. Over the next five years, our operational focus will center on translating our strategic goals into tangible impact:

We will bridge legal aid, psychosocial support, and community justice mechanisms to deliver holistic, survivor-centered care, particularly for women, girls, people living with HIV, and persons with disabilities.

By expanding local initiatives like the SASA! Together methodology and strengthening our network of community paralegals and activists, we empower communities to drive their own social norm change and defend their rights.

We will leverage data from our legal aid clinics, shelters, and ground-level interventions to inform policy briefs, strategic litigation, and national human rights dialogues.

Executing this plan requires active collaboration. I express my deepest appreciation to our dedicated team on the frontlines, our board, donor partners, government stakeholders, and community leaders. Together, we will turn these strategic priorities into lived realities for the most vulnerable across Uganda.



EXECUTIVE SUMMARY

The Uganda Network on Law, Ethics and HIV/AIDS (UGANET) Strategic Plan (2024–2028) builds upon the accomplishments, evaluations, and lessons learned from the previous strategic period. Over the past strategic cycle, UGANET successfully expanded legal aid access, operated survivor shelters, and leveraged rights-based advocacy to protect vulnerable groups. To address ongoing systemic barriers such as stigma, punitive laws, gender-based violence, and economic disparities UGANET undertook an inclusive, 12-month participatory process. This process engaged the Board of Directors, management, field staff, funding partners, and community stakeholders to align future efforts with local priorities and global frameworks (including SDG 3, SDG 5, NDP III, and UNAIDS Global Strategy).

The plan outlines four primary programmatic and institutional pillars designed to reduce HIV, health, and gender-related vulnerabilities across Uganda:

Pillar 1: Legal Aid & Community Justice – Scale up accessible legal representation, mobile clinics, and toll-free helplines, while training community paralegals and engaging traditional leaders in human rights-compliant mediation.

Pillar 2: Violence Against Women (VAW) Prevention & Gender Equality – Address harmful social norms through community methodologies (such as SASA! Together),

provide safe shelter and skilling for GBV survivors, and integrate disability and climate resilience into programming.

Pillar 2: Violence Against Women (VAW) Prevention & Gender Equality – Address harmful social norms through community methodologies (such as SASA! Together), provide safe shelter and skilling for GBV survivors, and integrate disability and climate resilience into programming.

Pillar 3: Advocacy & Strategic Litigation – Advance legal and policy reform, pursue high-impact public interest litigation, and amplify community voices in national decision-making spaces to uphold constitutional rights.

Pillar 4: Institutional Capacity Development & Sustainability – Strengthen internal governance, establish a dedicated Monitoring, Evaluation, Accountability, and Learning (MEAL) department, and build long-term financial self-reliance through social enterprises and donor diversification. Geographical Focus & Implementation

UGANET will maintain its strong presence in hard-to-reach rural, border, and refugee-hosting areas across sub-regions, including West Nile, Acholi, Karamoja, Lango, Teso, Elgon, Central, Western, and South Western Uganda. Implementation relies on close partnerships with district local governments, judicial structures, civil society coalitions, and community-based champions.



Underpinning this strategic period is a clear Theory of Change: if communities are empowered with legal literacy, duty bearers are held accountable, and access to justice systems is expanded, then health and gender-related vulnerabilities will be measurably reduced.

BACKGROUND & WHERE WE HAVE BEEN

The Uganda Network on Law, Ethics and HIV/AIDS (UGANET) is a national Non-Governmental Organization established in 1995 during the peak of HIV/AIDS-related stigma in Uganda. Enshrined in Article IV of its Constitution, UGANET's core mandate is to advocate for human rights, ethical standards, and legal protections within the national HIV, health, and gender responses. The organization operates on the principle that legal protection and empowerment are essential tools for tackling the root causes and effects of health disparities and gender inequalities.

While Uganda has made progress in expanding health coverage, significant barriers persist for vulnerable populations—including women and girls, adolescent girls and young women, persons with disabilities, refugees, and people living with HIV. These groups face intersectional challenges such as discriminatory practices, stigmatization, gender-based violence, long distances to facilities, and punitive legislative frameworks (such as the HIV and AIDS Prevention and Control Act Cap. 126).

Furthermore, gender inequalities and high rates of sexual and gender-based violence (SGBV) directly heighten susceptibility to health risks and impede access to justice.

Over nearly three decades, UGANET has evolved from focusing primarily on HIV-related legal issues to addressing broader health justice, GBV prevention, and human rights. Utilizing a medical-legal approach, the organization has built strong grassroots networks—including paralegals, community activists, and Stop-GBV champions alongside formal partnerships with government ministries (such as the Ministry of Health and the Ministry of Gender, Labour and Social Development), judicial sectors, and civil society coalitions.

The Strategic Plan (2024–2028) reflects this legacy, positioning UGANET to scale its legal aid, drive evidence-based advocacy, and foster resilient community structures across Uganda.

Reflecting on its prior strategic period, UGANET identified critical operational lessons that directly shaped this 2024–2028 roadmap. Experience demonstrated that lasting social change requires balancing immediate, survivor-centered responses (such as legal representation and shelter care) with preventative, long-term norm change. Furthermore, UGANET recognized that successful policy advocacy depends heavily on robust research, grounded community evidence, and strong institutional monitoring, evaluation, accountability, and learning (MEAL) systems.

To maximize systemic impact, UGANET's current strategy is deliberately aligned with key national and international frameworks. These include the United Nations Sustainable Development Goals specifically SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), and SDG 13 (Climate Action) as well as Uganda's Third National Development Plan (NDP III), the National Strategic Plan on HIV, and the UNAIDS Global Strategy. By anchoring its interventions in these frameworks, UGANET reinforces its role as a key national actor driving rights-based health and gender equity.

Our Vision, Mission, Core Values and Operating Principles

UGANET's Vision

"A Society free from human rights violations, gender inequality, HIV/AIDS and other health related issues".

UGANET's Mission

"To advocate for social and legal protection of vulnerable persons in the context of human rights, Health, HIV, and gender equality."

UGANET's goal

To reduce health and gender-related vulnerabilities through increased social and legal protection. s

Our Core Values

UGANET Values:

a) Non-discrimination.

No persons shall be discriminated on any ground. UGANET will adopt a non-judgmental, welcoming attitudes towards all vulnerable and marginalized groups including women and girls, PLHIV and key affected populations.

b) Upholding Human Dignity.

All life is important and respected; UGANET shall strive to promote autonomy of each individual.

c) Participation and Inclusiveness.

UGANET shall create opportunities for vulnerable groups to participate and be included in its governance, and activities at all levels.

d) Client-centered services.

Clients are empowered to decide how to utilize essential social services and choose options most suited to their needs and environment.

e) Teamwork.

We will take advantage of team work to harness individual skills and competences to meet the organizational aspirations.

Operating Principles.

We shall work under the following code of conduct;

a) Openness.

We listen to the ideas of others and encourage open dialogue.



b) Selfless and Dedication.

We believe in justice, we work very hard, beyond our comfort to achieve it.

c) Needs Focused.

We strive to understand the needs and challenges of people living with HIV, Women and Girls, and other marginalized individuals to ensure that we provide solutions that work for them.

d) Integrity and Professionalism.

We let ethics and honesty govern our dealings with all our beneficiaries and partners while upholding good stewardship of all financial resources entrusted upon us.

e) Continuous Improvement.

We consistently strive to be a learning organization achieving incremental enhancement to who we are, and our work.

f) Confidentiality.

Throughout our work, we hold all information we obtain from beneficiaries and partners for only the purpose it is intended for.

ADVANCING ACCESS, EQUITY AND JUSTICE IN HEALTH: HIV, TB, MALARIA AND CHRONIC DISEASES

UGANET recognises HIV, TB, malaria and chronic diseases as significant public health and human rights concerns that disproportionately affect vulnerable and marginalised populations. The organisation will therefore strengthen its contribution to the prevention, treatment, care, support and rights-based response to these diseases through legal empowerment, access to justice, health-rights advocacy, community mobilisation, stigma and discrimination reduction, policy engagement, strategic partnerships and referral to appropriate health and social services.

•➡ HIV

UGANET will continue to support a rights-based HIV response by addressing legal, policy and social barriers that limit access to HIV prevention, testing, treatment, care and support services. Interventions will include legal literacy and legal aid for people living with and affected by HIV; addressing HIV-related stigma and discrimination; strengthening awareness of HIV-related rights and responsibilities; community mobilisation; strategic litigation and policy advocacy; and engagement with duty bearers and health-service providers to promote equitable access to HIV services.



• **TUBERCULOSIS**

UGANET will integrate TB-related legal and human rights issues into its legal aid, community mobilisation and health-rights advocacy interventions. This will include addressing stigma and discrimination against people affected by TB, promoting awareness of rights and access to TB prevention, diagnosis and treatment services, supporting vulnerable individuals facing barriers to TB services, and advocating for policies and practices that promote equitable access to TB care and social protection.

HEALTH

UGANET will contribute to the response for health conditions such as malaria, cancer, NCDs, etc. Broadly, we'll contribute to the response through community health-rights awareness, advocacy and mobilisation, with particular attention to vulnerable populations and communities facing barriers to prevention, diagnosis and treatment.

UGANET will promote awareness of the right to access appropriate prevention and treatment services and work with relevant stakeholders to identify and address legal, social and structural barriers affecting access to health-related services.

- ▶ **Chronic diseases**

UGANET will increasingly address the legal and human rights dimensions of chronic and non-communicable diseases, including conditions requiring long-term treatment, palliative care and ongoing support.

UGANET will promote access to health information, treatment, palliative and end-of-life care, and social protection; address stigma and discrimination; strengthen community awareness of health rights; and advocate for policies and systems that enable vulnerable populations to access appropriate, affordable, continuous and dignified care throughout the course of illness. UGANET will also advocate for the integration and accessibility of palliative care services, particularly for vulnerable and marginalised populations, while promoting respect for dignity, autonomy, informed decision-making and the right to appropriate pain and symptom management.



INTEGRATED DISEASE AND HEALTH-RIGHTS APPROACH

UGANET will implement these interventions through an integrated health and human-rights approach, recognising that HIV, TB, malaria and chronic diseases are influenced not only by biomedical factors but also by poverty, stigma, discrimination, gender inequality, disability, social exclusion, legal barriers and limited access to essential services.

UGANET will therefore leverage its community paralegal network, mobile legal aid camps, community mobilisation platforms, advocacy and policy engagement, partnerships with health-service providers and referral mechanisms to address barriers to prevention, treatment, care and support.

Through this approach, UGANET will contribute to improved access to health services, protection of health-related rights, reduction of stigma and discrimination, increased legal literacy and strengthened accountability of duty bearers, particularly for vulnerable and marginalised populations affected by HIV, TB, malaria and chronic diseases.

Vulnerable and marginalised populations affected by HIV, TB, malaria and chronic diseases are better able to claim their health-related rights, access appropriate prevention, treatment, care and support services, and obtain protection from stigma, discrimination and other legal and social barriers.

SITUATIONAL ANALYSIS

Since her establishment in 1995, UGANET has played a pivotal role in promoting the legal and human rights of People Living with HIV, women, girls, and other vulnerable populations in Uganda. Beginning as a response to the peak HIV crisis, UGANET utilized legal empowerment, strategic litigation, policy advocacy, and community mobilization to safeguard dignity and rights. Despite navigating restrictive legal shifts and criminalization laws, the organization has consistently highlighted the intersections between HIV, health rights, and gender inequality.



Legal, Gender, and Health Landscape

Health & HIV disparities:

Although Uganda's overall health outcomes have improved, key indicators face stagnation. Vulnerable groups including women, AGYW, persons with disabilities, refugees, and PLHIV face disproportionate barriers, including stigma, commodity stock-outs, long distances to facilities, and negative provider attitudes. Punitive statutes like the HIV and AIDS Prevention and Control Act Cap. 126 and the Anti-Homosexuality Act Cap. 117 further deter affected communities from seeking healthcare.

Intersectional impact of SGBV:

Gender inequality directly amplifies health risks. High rates of Sexual and Gender-Based Violence (SGBV) impede women's bodily autonomy and heighten HIV susceptibility. National data indicates 51% of women have experienced physical violence, while 22% have faced sexual violence.

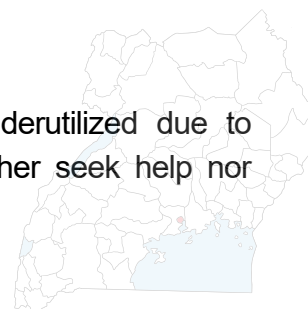
Humanitarian crises:

Women and children constitute 81% of Uganda's 1.4 million refugee population, facing extreme vulnerabilities to intimate partner violence, sexual exploitation, and child marriage in settlement contexts.



Access to justice deficit:

Despite comprehensive legal frameworks, formal recourse remains underutilized due to stigma, cost, and legal complexity. Over 50% of violence survivors neither seek help nor disclose their experiences.



SWOT ANALYSIS

Category	Key Factors	Strategic Implication
Strengths	Niche expertise in medical-legal rights, strong government/JLOS partnerships, experienced governance, owned assets, and extensive community paralegal networks.	Leverage established grassroots structures and expertise to expand legal access and public interest litigation.
Weaknesses	Inconsistent funding, reliance on external donors, high staff workload, suboptimal MEAL frameworks, and limited organizational visibility.	Build internal MEAL capacity, update HR frameworks, and execute targeted donor/communications strategies.
Opportunities	Alignment with climate resilience/gender justice, social enterprise models, Parish Development Model, youth engagement, and localization agendas.	Diversify revenue through social enterprise and pioneer intersectional programming (climate, gender, and health).
Threats	Shrinking donor funding, political sensitivities surrounding human rights, inflation/economic volatility, and regional insecurity.	Ensure full legal compliance, diversify financing streams, and implement a proactive risk management plan.

EXTERNAL ENVIRONMENT ANALYSIS

The operating environment for UGANET is shaped by dynamic social, legal, political, and economic factors across Uganda. Navigating these external dynamics presents critical opportunities to leverage, as well as distinct threats that require proactive risk management.

Opportunities

Climate Resilience & Gender Intersectionality: Growing global and national recognition of the intersections between climate change, gender inequality, and health vulnerabilities opens new avenues for strategic partnerships and funding.

- Key government initiatives such as the Parish Development Model (PDM) and decentralized district priorities provide structural entry points for local government collaboration and integrated service delivery.
- The international development sector's shift toward localization prioritizes grounded national organizations like UGANET to lead resource mobilization and program implementation.
- Uganda's expanding youth population creates opportunities to deliver targeted Sexual and Reproductive Health and Rights education, leveraging digital tools and mobile technology to enhance outreach and legal access.

Embracing social enterprise and local philanthropy allows UGANET to diversify revenue streams, reducing sole reliance on traditional donor grants.



Threats

- The shifting global donor landscape characterized by short-term, project-based funding and intense competition creates financial unpredictability for core operations.
- Operating in human rights, HIV, and gender justice carries inherent exposure to political pushback and restrictive legislative frameworks (such as the Anti-Homosexuality Act Cap. 117 and the HIV and AIDS Prevention and Control Act Cap. 126).
- Macroeconomic pressures, currency fluctuations, and rising operational costs constrain project budgets and stretch resource allocation.



Regional Insecurity & Natural Disasters: Security challenges in border areas, ongoing refugee influxes, and climate-induced environmental disasters disrupt field operations and increase vulnerability in host and settlement communities.

STAKEHOLDER ANALYSIS

UGANET's strategic success relies on active engagement with a diverse spectrum of primary, secondary, and tertiary stakeholders across local, national, and international levels.

Stakeholder category	Key stakeholder groups	Core interest / Role influence	Level engagement	Strategy
Primary stakeholders (Direct beneficiaries)	Women & Girls	Beneficiaries of health, legal, and GBV prevention interventions.	High	Community outreach, safe spaces, shelters, and feedback mechanisms.
	PLHIV & Persons with Disabilities (PWDs)	Access to stigma-free legal, health, and inclusive support services.	High / Medium	Inclusion in advocacy, accessible legal clinics, and user-led program design.
	Youth & AGYW	SRHR awareness, peer education, and rights protection.	High	Youth-friendly services, peer education networks, and digital engagement.
	Refugees & Host Communities	Legal aid, protection, and GBV response in humanitarian settings.	Medium	Mobile legal clinics, dialogue sessions, and targeted service delivery.

Secondary stakeholders (Systemic & Direct)	Ministry of Health & Uganda AIDS Commission	Policy formulation, health service guidelines, and sector coordination.	High	Strategic alignment, joint reviews, and advocacy for health rights.
	Ministry of Gender (MGLSD) & JLOS	Gender policy, social protection, and legal/judicial systems.	High	Coordination, technical reporting, and strategic litigation partnerships.
	District Local Governments	Decentralized service delivery and local project oversight.	High	MoUs, joint implementation, barazas, and district human rights committees.
	Paralegals & Community Leaders	Localized rights education, mediation, and case identification.	High / Medium	Capacity building, SASA! Together facilitation, and referral mapping.
Tertiary Stakeholders (External & Institutional)	Donors & Funding Partners	Financial support, strategic priorities, and impact reporting.	High	Transparent reporting, proactive communication, and aligned proposals.
	CSO Coalitions & Alliances	Joint advocacy, movement building, and resource leverage.	Medium	Active participation in platforms like LASPNET, ARASA, and NAFOPHANU.
	Religious & Cultural Leaders	Influencing community values, norms, and customary justice.	High	Constructive dialogues, capacity building, and engagement as champions for change.

STRATEGIC CONTEXT & STRATEGIC DIRECTION

Strategic context

UGANET's strategic environment is defined by complex, overlapping challenges across health, law, and gender in Uganda. Despite progress in national health frameworks, systemic barriers including persistent stigma, structural poverty, climate-driven vulnerability, and discriminatory legislative provisions continue to marginalize key populations.

High rates of GBV further compound susceptibility to HIV and impede health care access, while refugees and rural women face heightened exposure to rights violations with minimal legal recourse. Simultaneously, the donor ecosystem is shifting toward short-term, project-based funding, necessitating evidence-based impact reporting, robust MEAL systems, and financial self-reliance.

Strategic direction (2024–2028)

To address this context, UGANET's overarching goal is "Equality, Justice and Freedom from violence for the most vulnerable in Uganda." UGANET will achieve this through three interconnected thematic pillars and an institutional foundation:

Pillar One: Legal Aid & Community Justice

Objective: Expand access to timely and inclusive legal aid and promote community-based justice mechanisms for marginalized groups.

Focus: Extend legal aid into high-burden, refugee, and border districts; deploy mobile units and helplines; train community paralegals; and engage traditional leaders in rights-compliant mediation.



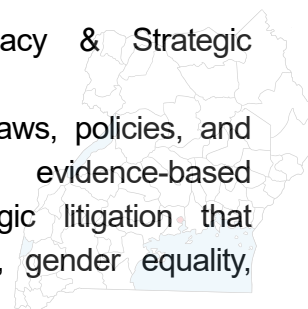
Pillar Two: Violence Against Women (VAW) Prevention & Gender Equality.

Objective: Prevent violence against women and girls and promote gender justice through community empowerment, social norm change, and survivor-centered interventions.

Focus: Scale up the SASA! Together methodology, manage the Rising Woman GBV Shelter, ensure reasonable accommodation for PWDs, and address climate-induced gender vulnerabilities.

Pillar Three: Advocacy & Strategic Litigation

Objective: Influence laws, policies, and practices through evidence-based advocacy and strategic litigation that promote health rights, gender equality, and access to justice



Focus: Initiate public interest cases, strengthen policy partnerships, conduct media campaigns, and amplify community voices in national policy spaces.

Pillar Four: Institutional Capacity Development & Sustainability

Objective: Strengthen the organization's institutional capacity by enhancing systems, governance, and resource mobilization mechanisms to achieve long-term self-reliance.

Focus: Establish a standalone MEAL department, implement a staff development plan, review Board oversight structures, and diversify income via social enterprises and local philanthropy.

STRATEGIC OBJECTIVES

a) Legal Aid & Community Justice: Expand access to timely, inclusive legal aid and promote rights-compliant community-based justice mechanisms for marginalized groups.

b) VAW Prevention & Gender Equality: Prevent violence against women and girls and promote gender justice through community empowerment, social norm change, and survivor-centered interventions.

c) Advocacy & Strategic Litigation: Influence laws, policies, and practices through evidence-based advocacy and strategic litigation to promote health rights, gender equality, and access to justice.

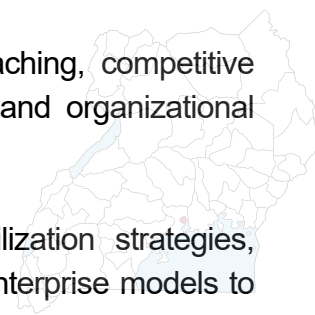
d) Institutional Capacity & Sustainability: Strengthen institutional frameworks, systems, governance, and resource mobilization to achieve operational excellence and long-term self-reliance.

STRATEGIC ENABLERS

1) Evidence-Based MEAL: Establishing a standalone Monitoring, Evaluation, Accountability, and Learning (MEAL) department to capture impact data, track results, and drive continuous organizational learning.

2) Soulful Culture & Staff Development: Investing in staff wellness, coaching, competitive incentives, and structured career development plans to foster retention and organizational alignment.

3) Diversified Financing & Social Enterprise: Updating resource mobilization strategies, strengthening donor relations, and expanding revenue-generating social enterprise models to reduce external donor dependence.



4) Active Strategic Governance: Enhancing Board oversight, regular retreats, clear policy frameworks, scanning operating environments, and engaging the Council of Eminent Members.

STRATEGIC INTERVENTIONS

Legal Aid & Community Justice

1. Provide free legal aid through advice, ADR, and Court representation to PLHIV, Women and girls, KVPs, refugees, and other vulnerable groups.
2. Provide online legal aid through hotline operations. Deploy mobile legal clinics, toll-free helplines, and expand legal coverage to border, rural, and refugee-hosting districts.
3. Train, mentor, and support community paralegals, activists, and case managers to champion grassroots community mobilization, document and refer human rights violations.
4. Conduct community legal literacy and rights awareness on laws and human rights in the context of Health, HIV, and Gender.
5. Strengthen and institutionalize strategic partnerships with institutions through MOUs, joint planning, coordinated and joint case management.

VAW Prevention & Gender Equality

1. Mobilize communities to challenge harmful gender norms, unequal power relations, and HIV-related stigma that fuels violence. (Scale up the SASA! Together and other methodologies).
2. Provide integrated response services; sheltering, legal, psychosocial, medical, and referral services to survivors of GBV, IPV or HIV related violence.
3. Promote access to SRHR services for survivors of GBV.
4. Empower AGYW and women living with HIV economically and socially to promote self-sustainability.
5. Strengthen partnerships with GBV prevention and response leadership, partners and structures to promote coordinated responses and referrals.
6. Ensure disability inclusion through reasonable accommodation and address climate-induced gender vulnerabilities.



Advocacy & Strategic Litigation

1. Identify, research, document and prosecute meritable public interest litigation and court appeals to address ethical, policy, and legal gaps in the HIV, gender, and Health response.
2. Build and participate in multi-stakeholder partnerships, coalitions, and run targeted media campaigns to address ethical, policy, and legal barriers in access to services.
3. Advocate for enactment and implementation of GBV protection laws and policies.
4. Convene community barazas, dialogues, and produce policy advocacy briefs to amplify grassroots voices in the national HIV, Gender and legal processes.
5. Leverage partnerships with human rights institutions through joint evidence generation, corroborative advocacy to advance human rights-based policy reforms.

IMPLEMENTATION OF THE PLAN

1) Governance, Leadership, and Oversight.

Board of Directors: Provides overall strategic direction, monitors progress against targets, ensures statutory compliance, and leads high-level resource mobilization initiatives.

Council of Eminent Members: Offers high-level advisory support on strategic positioning, policy dialogue, and national human rights advocacy.

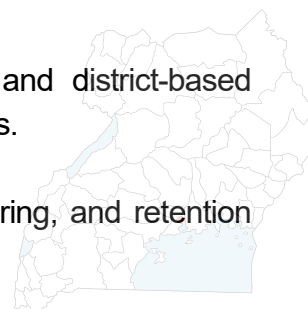
Senior Management Team: Led by the Executive Director, management translates strategic goals into annual operational work plans, manages budgets, and oversees field execution.

2) Institutional Alignment & Operational Framework

Program Alignment: All organizational units including legal aid clinics, shelters, and advocacy teams align their operational targets with the four primary strategic pillars.

Decentralized Presence: Execution relies on UGANET's field offices and district-based structures, prioritizing underserved, border, and refugee-hosting communities.

Human Capital: Supported by structured staff development plans, mentoring, and retention strategies to maintain continuous operational capacity.



3) Strategic Partnerships & Resource Mobilization

Government & Sectoral Alliances: Implementation is supported by formal MoUs with district local governments, JLOS actors, the Ministry of Health, and the Ministry of Gender, Labour and Social Development.

Coalitions & Movement Building: Partners with national, regional, and global CSO networks (e.g., LASPNET, ARASA, EANNASO, NAFOPHANU) for joint program execution.

Diversified Funding: Financed through sustained donor relationships, new partner development, local philanthropy, and revenue-generating social enterprise models.

4) Monitoring, Evaluation, Accountability, and Learning (MEAL).

Dedicated MEAL Department: Operates standardized data tools and a web-based community reporting system to log human rights cases and track performance indicators.

REVIEW CYCLES

Quarterly Reviews: Internal review and planning sessions to track milestone progress and adjust operational implementation.

Annual Partner Reviews: Annual stakeholder meetings to evaluate annual achievements, document lessons learned, and publish an annual impact report.

External Evaluations: Independent mid-term and end-of-term evaluations to measure long-term outcomes against the Results Framework.

OUR PATHWAY FOR CHANGE 2024-2028

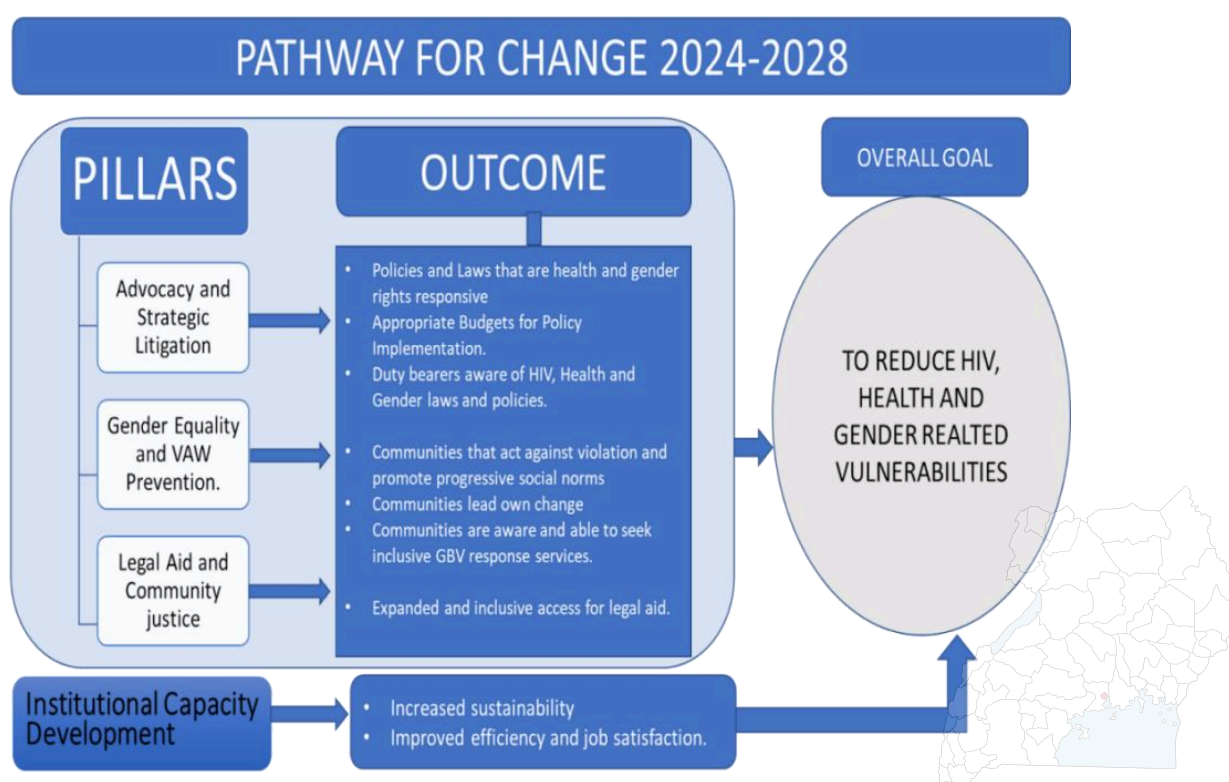
This Strategic Plan is built on the premise that if people are skilled in advocacy and gender rights and; and IF people's attitudes about rights are improved, then communities will be able to act against violations and social injustice; and people will be able to demand for change around issues that affect them on a daily basis, and there will be a reduction in HIV, health and gender related vulnerabilities.



Similarly the Plan is based on the anticipation that IF policymakers are competent about human rights and existing laws; and IF different institutions are knowledgeable; about the policies and laws that govern their respective areas of work, and IF duty bearers are responsive to human rights violations and gender issues, THEN the policymakers will be able to enact laws that are HIV, health and human rights responsive; and the budget makers will allocate sufficient resources for policy implementation, AND there will be a reduction in HIV, health and gender related vulnerabilities.

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Strategic Focus / Pillar	Key Outcomes & Expected Change
Legal Aid & Community Justice	Affordably accessible legal representation; expanded community paralegal networks; rights-compliant customary/community mediation.
VAW Prevention & Gender Equality	Transformation of harmful gender norms; active community prevention of SGBV; increased safety and skilling for survivors.
Advocacy & Strategic Litigation	Rights-responsive laws and policies enacted; increased budget allocation for health/gender; heightened duty-bearer accountability.
Institutional Capacity Development	Enhanced organizational self-reliance; improved systems efficiency; established MEAL tracking; high staff retention and soulful governance.

COMMUNICATION AND FEEDBACK STRATEGY

UGANET's Communication and Feedback Strategy is designed to amplify community voices, enhance institutional visibility, maintain stakeholder accountability, and foster continuous learning throughout the 2024–2028 strategic period.

1. Strategic Communication Objectives.

Advocacy & public engagement: Inform national law and policy processes by packaging field evidence, client stories, and strategic litigation into high-impact communication products.

Brand visibility & partner relations: Strengthen UGANET's national, regional, and international profile to position the organization as a premier authority on health rights, gender justice, and HIV law.

Rights awareness & behavioral change: Disseminate legal, health, and rights education using local languages and accessible channels to empower target communities.



2. Core Communication Channels & Tactics

Documentation & digital media: Utilize pictorials, short videos, audio content, text stories, and web-based platforms to document and showcase organizational impact

Community barazas & dialogues: Organize public consultation meetings, barazas, and grassroots dialogues to discuss public policy and health rights in local contexts.

Mass & local media: Conduct targeted radio and television campaigns, issue press statements, and publish policy briefs to influence public opinion and decision-makers.

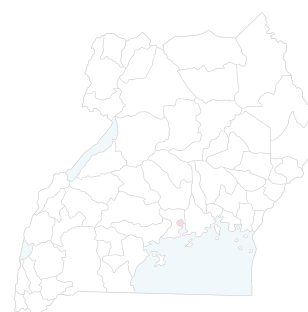
Toll-Free & mobile systems: Leverage toll-free helplines, SMS-based platforms, and mobile clinics to provide legal information and maintain accessible contact with beneficiaries.

3. Stakeholder Feedback & Accountability Mechanisms

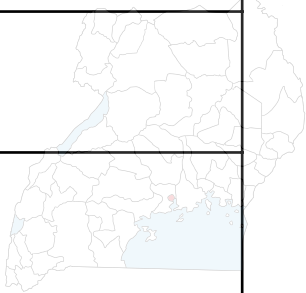
Beneficiary feedback loops: Establish safe spaces, community paralegal networks, and web-based reporting tools to log human rights violations and receive community input.

Annual stakeholder meetings: Convene annual review and planning meetings with partners, donors, and government representatives to share achievements, address operational challenges, and validate strategic progress.

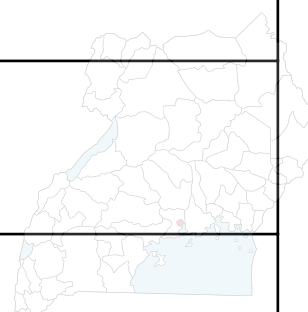
MEAL integration: Feed community and partner feedback directly into the MEAL system to enable adaptive programming and responsive service delivery.



RESULTS FRAMEWORK (2024–2028)

Pillar / Strategic objective	Key outputs & activities	Performance indicators	Targets (2024–2028)
Pillar 1: Legal Aid & Community Justice (To expand access to timely and inclusive legal aid and promote community-based justice mechanisms for marginalized groups).	Expansion of legal clinics, mobile legal units, toll-free helplines, and virtual legal aid.	# of clients receiving direct legal representation, advice, and helpline support.	Year-on-year increase in legal aid cases handled.
	Legal representation in courts for vulnerable populations.	# of paralegals trained and deployed in high-burden/border/refugee districts.	Deployment of active community paralegal networks across target districts.
	Training paralegals (women, youth, PWDs, refugees) and engaging traditional leaders in rights-compliant mediation.	# of community mediation sessions aligned with human rights standards. # of mobile legal clinics conducted.	Operationalization of toll-free helplines and mobile units.
	Reasonable accommodation (sign language, braille, local translations) for legal access.		
Pillar 2: VAW Prevention & Gender Equality (To prevent violence against women and girls and promote gender justice through community empowerment, social norm change, and survivor-centered interventions).	Expansion of SASA! Together to new districts.	# of new districts implementing SASA! Together.	Scale SASA! Together into expanded target districts.
	Male engagement and community dialogues on social norms.	# of community dialogues and male champions engaged.	Maintain full operational capacity of Rising Woman GBV Shelter.
	Operation of Rising Woman GBV Shelter, referral systems, and survivor skilling.	# of GBV survivors receiving shelter, legal, psychosocial, and skilling support.	Ensure disability inclusion across all service points.
	Ensure disability inclusion across all service points.	# of PWDs accessing inclusive GBV and rights services.	
	Addressing climate-related vulnerabilities and land-use decision-making for women.	# of climate-gender initiatives integrated into programming.	

Pillar 3: Advocacy & Strategic Litigation (To influence laws, policies, and practices through evidence-based advocacy and strategic litigation that promote health rights, gender equality, and access to justice)	Identification of potential public interest litigation (PIL) issues.	# of PIL cases identified, filed, and successfully litigated/appealed.	Annual increase in meritable PIL filings and appeals.
	Initiation of meritable PIL cases in courts/tribunals and pursuing appeals.	# of legal/policy reform coalitions joined or initiated.	Multi-district media campaigns and community barazas held annually.
	Partnerships for policy/legal reform & media campaigns.	# of media campaigns and community barazas conducted. # of policy briefs drafted and disseminated.	Policy briefs published targeting health, HIV, and GBV legal frameworks.
	Community barazas/dialogues & drafting policy briefs.	Completed Advocacy & Communications Strategy and documentation assets produced.	
	Advocacy & Communications Strategy execution & documentation.		
Pillar 4: Institutional Capacity Development & Sustainability (To strengthen the organization's institutional capacity by enhancing systems, governance, and resource mobilization mechanisms to achieve long-term self-reliance)	Revision and execution of Resource Mobilization Strategy.	% increase in diversified non-donor revenue and social enterprise yield.	Realize measurable revenue growth from social enterprise activities.
	Growth of social enterprise initiatives and property asset management.	Functional MEAL department with updated frameworks and web tracking.	100% operational web-based community reporting system.
	Establishment and operationalization of a standalone MEAL department.	# of donor engagement and learning events organized.	Conduct annual performance and governance reviews.
	Conduct annual performance and governance reviews.	Staff retention rates and completed training/coaching plans.	
	Annual policy reviews, staff training/coaching plans, and retention strategies.	Annual policy reviews and Board evaluations completed.	
	Board capacity-enhancement sessions and governance evaluations.		



IMPLEMENTATION RISKS & MITIGATION MATRIX

Strategic Objective / Focus Area	Key identified risk	Likelihood	Impact	Risk response & mitigation strategy
Legal Aid & Policy Engagement	Policy makers and budget allocators deprioritizing health rights laws and policies.	Low	Medium	Leverage existing legal frameworks to monitor implementation, track budget allocations, and use ground-level evidence to demonstrate priority health needs.
Advocacy & Human Rights Promotion	Apathy or negative reaction from target beneficiary groups.	Low	Limited	Implement a targeted Communications and Advocacy Strategy to ensure tailored, culturally sensitive messaging for each beneficiary group.
	Perception of UGANET's advocacy work as "political" by state actors.	Low	Medium	Continuously build and maintain constructive, collaborative working relationships with key actors across the JLOS.
Community Engagement & Norm Change	Resistance from religious and cultural leaders against gender equality and women's rights initiatives	Medium	High	Deliberately influence religious and cultural views through persistent, constructive engagement, capacity building, and local champion dialogues.
	Civic space restrictions on human rights CSOs.	High	High	Work through civil society coalitions and alliances (e.g., LASPNET, ARASA), strictly ensure operational compliance, and execute a comprehensive safety and security plan for staff.
Institutional Development & Financial Sustainability	Shrinking donor space and overreliance on external project-based funding.	High	High	Execute an updated Resource Mobilization Strategy, diversify revenue through social enterprise models, local philanthropy, and joint CSO co-financing.
	Inadequate staffing levels, high workload, and staff turnover.	Medium	Medium	Develop an HR staff development and retention plan, introduce coaching/mentoring programs, and enhance workplace wellness
	Macroeconomic instability, severe inflation, and natural/climate disasters disrupting operations.	Medium	Medium	Establish a dedicated Risk Management Plan, maintain contingency budget buffers, and integrate climate resilience frameworks into programming.

Risk Rating	Colour Code
High	Red
Medium	Yellow
Low	Green

MONITORING AND EVALUATION FRAMEWORK

UGANET will establish a results-based Monitoring and Evaluation (M&E) Framework to systematically track the implementation and performance of the Strategic Plan. The framework will provide a basis for measuring progress against strategic objectives, assessing the effectiveness of programmes, promoting accountability, generating evidence and strengthening organisational learning.

The M&E system will monitor inputs, activities, outputs, outcomes and longer-term results across UGANET's strategic areas, with particular attention to legal aid and access to justice, HIV and health-rights advocacy, gender equality and violence prevention, community mobilisation, and institutional development and sustainability.

UGANET will use a combination of routine programme monitoring, beneficiary feedback, outcome monitoring, periodic reviews, evaluations, case studies and documentation of lessons learned.

Programme data will be collected using standardised tools and, where appropriate, disaggregated by sex, age, location, disability and other relevant characteristics. Data quality will be regularly assessed to ensure that information used for reporting and decision-making is accurate, complete, timely and reliable.

Progress will be reviewed through monthly programme monitoring, quarterly performance reviews and annual organisational performance assessments. A mid-term review and end-of-strategy evaluation will also be undertaken to assess progress, relevance, effectiveness, sustainability and lessons arising from implementation.



The M&E function will work closely with programme departments to develop indicators, establish baselines and targets, collect and analyse data, and produce performance reports. Management will use M&E findings to identify implementation gaps, take corrective action, allocate resources and adapt interventions.

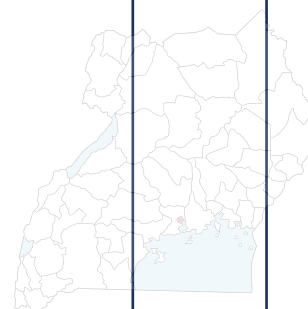
The Board will receive periodic performance information to support strategic oversight and accountability.

The framework will be guided by the principle that M&E is not only a

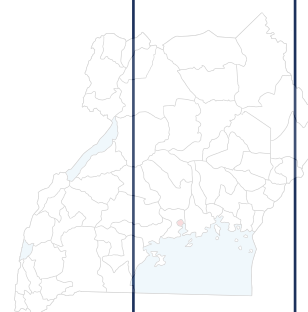
reporting function but also a management, accountability and learning tool. UGANET will therefore ensure that evidence generated through monitoring and evaluation is actively used to improve programme quality, strengthen advocacy, demonstrate impact to stakeholders and inform future programming and strategic decision-making.

Indicators for Change

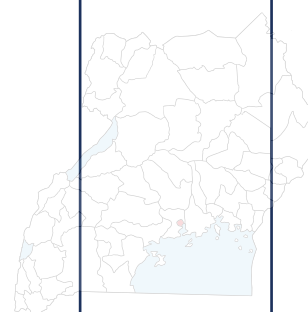
Objective	Outcomes	Activities	Indicator	Means of Verification	Data Source	Freq
1 To promote human rights and facilitate access to justice for the most vulnerable and most affected by HIV/AIDS, TB and chronic diseases	Increased availability and quality of legal aid services for the most vulnerable	-Provide Legal aid services to UGANET target population - Hold Legal aid camps to enhance legal aid service delivery and awareness - Train paralegals to support legal aid intervention - Capacity building of like-minded organizations to increase legal aid support base for vulnerable persons in the community especially in the context of HIV	-# clients served disaggregated by gender, and identities (PLHIV, GBV survivors, PWDs, Refugees or other) -#legal aid outreaches held #legal aid camps held #persons/communities sensitized # of paralegals trained #persons reached by paralegals #Clients served by paralegals (nature of support provided) #lawyers trained. -Success stories documented from partnerships with LAPs and ULS lawyers	-Legal aid client tools -Outreach tool -Activity reports -Paralegal reports -Activity reports	UGANET database	-Monthly



2	To engage with community leaders for protection from violence and other forms of discrimination for the most vulnerable and most affected by HIV/AIDS, TB and chronic diseases	Increased capacity among communities to prevent violence and all forms of discrimination (Lived experience & ability to prevent or challenge violence and power imbalances)	-Train staff in SASA -Training of Community Leaders in SASA -Training of Community Activist -Hold Community events (breakout of these) -Printing of IECs for enhanced knowledge & capacities in the community	#staff trained in SASA #CLs trained in SASA #CAs trained # participants attending Community Messages & context of IECs utilized	Activity reports	Trainings	Occasional
3	To advocate for policy and legislation that promotes human rights and fosters inclusion in health services	Increased awareness by policy makers on human rights based approaches and a legal environment that fosters inclusion	- Build more allies to increase support for an inclusive legal environment - Hold national advocacy events - Foster different forms of advocacy and engagement of stakeholders - Formation and maintenance of advocacy coalitions - Provide data/evidence from activities implemented to enhance advocacy	#media personnel/bodies/organizations engaged #participants #events held #social media reach (following, likes, comments, engagement) #TV talkshows #Radio talkshows (jingles, mentions) # of coalitions formed (new) # coalitions maintained - Benefits/laws/policies or clauses influenced by the coalitions # reports generated (bulletins, IECs, fliers, issue papers, position papers, policy briefs) - generated and disseminated to policy makers to enhance inclusion in the legal environment.	Activity reports -Social media engagements -Observation	-social media following	-Activity based



4	To advance accountability for health rights and services for the most vulnerable and most affected by HIV/AIDS, TB and chronic diseases	Increased access to inclusive, gender sensitive, people centred, accountable and integrated HIV and comprehensive SRHR services	National level accountability activities Local level accountability activities Formulation of community structures	#meetings/dialogues with ministries, departments, Agencies and policy makers at national level #district leaders met Commitments attained Success stories documented # of active community structures holding duty bearers accountable towards service delivery	Activity reports National reports	National information channels e.g. MDA websites, news	Periodic
5	To strengthen UGANET institutional framework and capacity for greater effectiveness	Improved organizational capacity to deliver its mandate.	Diversification of funding Build & foster a robust MEL system Effective Human Resource management Strengthen Governance Strengthen financial management systems Improve communication within and to external stakeholders	#new grants #new funding sources/enhance capacity of available sources to generate more incomes More M&E staff Periodic organizational reports Staff retention Improve staff benefits & remuneration Deliberate staff self-care strategies Periodic staff appraisals Robust Human Resource function Enhanced board support Up to date financial management systems #personnel Communication strategies in line with the communication plan	Observation Count Staffing	UGANET Annual reports Human Resource documents	Annually



METHODOLOGY

UGANET will adopt a participatory, rights-based and evidence-driven methodology in implementing its Strategic Plan. The approach will place communities, rights holders and key stakeholders at the centre of programme design, implementation, monitoring and learning, while ensuring that interventions are responsive to the evolving HIV, health, gender and justice context in Uganda.

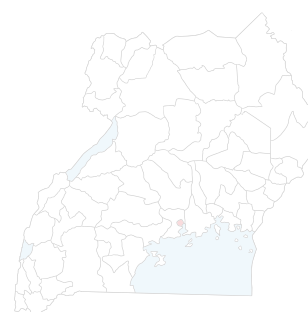
The methodology will combine community mobilisation, legal empowerment, advocacy and policy engagement, capacity strengthening, strategic partnerships, evidence generation and continuous learning. UGANET will work through its community networks, paralegals, partners, government institutions and other relevant stakeholders to identify barriers, develop appropriate interventions and promote sustainable solutions.

Programme implementation will be guided by participatory assessments and evidence, with interventions adapted to the needs and experiences of vulnerable and marginalised populations. UGANET will employ approaches such as community dialogues, legal aid camps, referrals, stakeholder engagement, policy advocacy, training, research, documentation of good practices and the use of innovative approaches such as SASA! Together where appropriate.

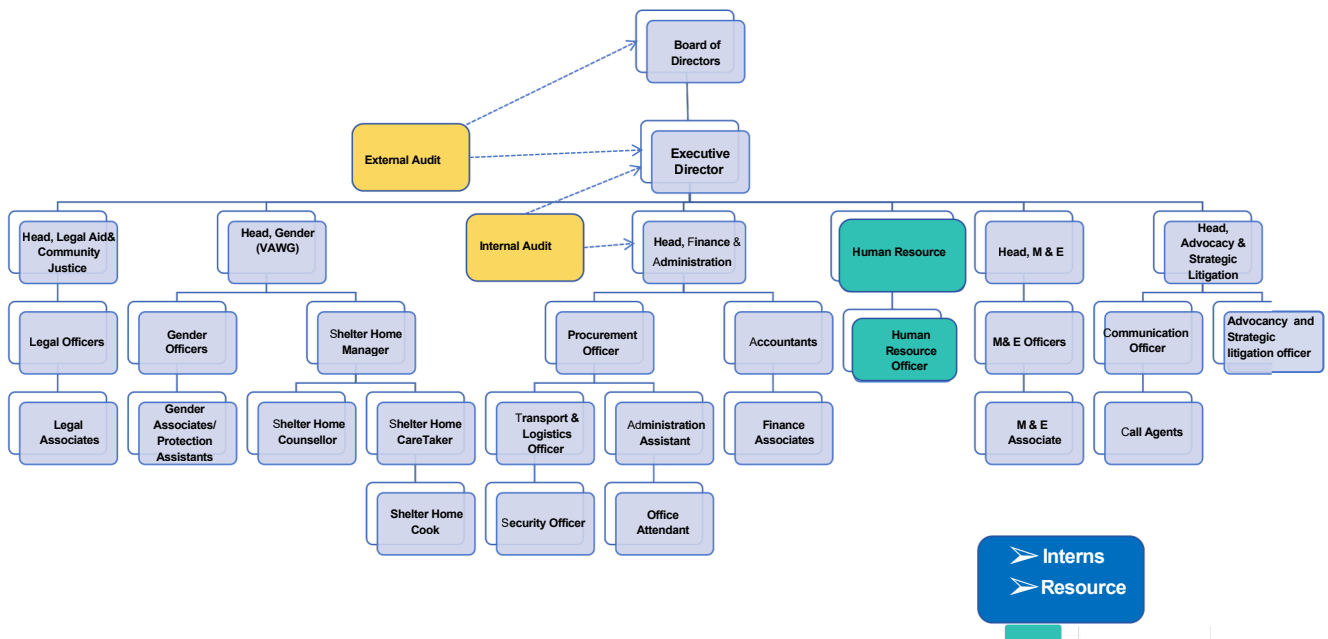
A results-based management approach will guide implementation, linking activities to measurable outputs, outcomes and longer-term results. Continuous monitoring, evaluation, feedback and learning will be used to assess progress, identify challenges and inform timely adjustments to programmes and strategies.

UGANET will also strengthen collaboration with government, civil society, communities, development partners and other strategic actors to maximise resources, influence policy and increase the sustainability and scale of its interventions. Throughout implementation, UGANET will uphold the principles of human rights, gender equality, inclusion, participation, accountability, confidentiality and do-no-harm.

This methodology will enable UGANET to remain community-centred, evidence-informed, adaptive and impact-oriented, while ensuring that the Strategic Plan translates into practical and sustainable results.



UGANET ORGANIZATIONAL STRUCTURE 2024 -2028



STAKEHOLDER CONSULTATIONS

The development of the Strategic Plan was undertaken through a participatory and consultative process designed to ensure that the priorities, aspirations and perspectives of key stakeholders were adequately reflected. A national consultative meeting provided a platform for broad stakeholder engagement and validation of the organisation's emerging strategic priorities. In addition, targeted consultations with partners were undertaken to gather perspectives on the changing operating environment, emerging opportunities and areas requiring stronger collaboration.

The Board and staff team were engaged throughout the process to provide strategic, institutional and programmatic perspectives, while the Senior Management Team provided detailed input on organisational priorities, implementation realities, resource requirements and institutional sustainability. These consultations collectively informed the strategic direction, priorities and interventions articulated in the Strategic Plan, strengthening ownership and ensuring that the Plan reflects both stakeholder expectations and the organisation's institutional realities.



DATA ANALYSIS, VALIDATION AND REPORTING

A qualitative data analysis approach was employed to analyse and synthesise information generated through the review of organisational documents, stakeholder consultations, partner engagements, Board and staff consultations, and the broader situation analysis undertaken during the development of the UGANET Strategic Plan.

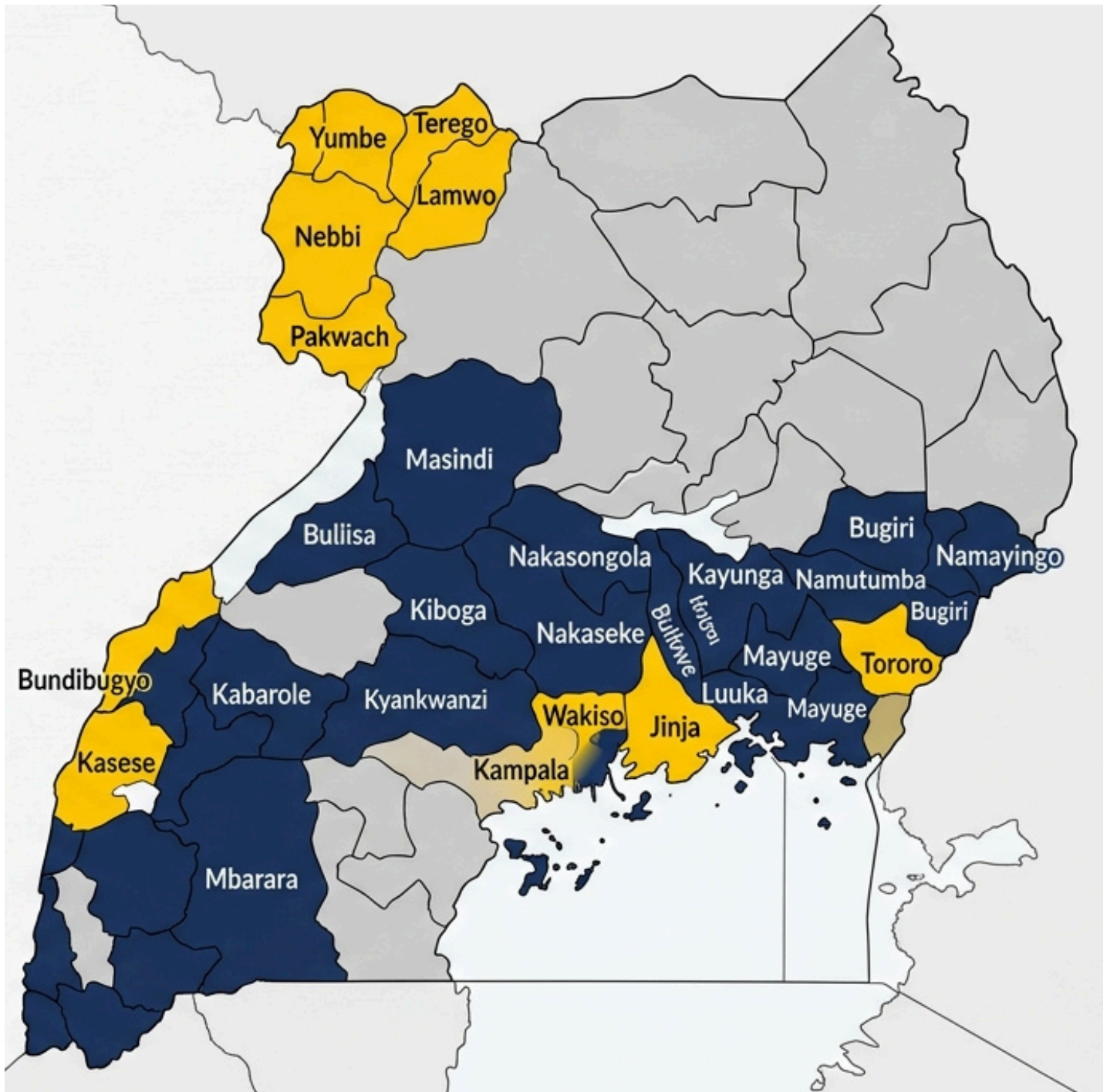
The analysis focused on identifying key themes, emerging trends, institutional strengths and gaps, strategic opportunities, and priority areas requiring organisational attention. The findings from the analysis were consolidated into the initial draft Strategic Plan and subjected to review and discussion by the Senior Management Team, staff and other key stakeholders.

The draft was subsequently presented for further consideration and validation through consultations with the Board and key stakeholders, whose feedback and recommendations informed its refinement. The outcomes of the validation process were incorporated into the final Strategic Plan, ensuring that the document reflects a shared understanding of UGANET's strategic direction, priorities and institutional aspirations.

Envisioned UGANET House



WHERE WE SERVE



- Districts with Offices
- Districts with Community Structures

NEED LEGAL OR HUMAN RIGHTS **SUPPORT?** WE'RE LISTENING.

UGANET's toll-free lines are open to receive complaints, provide guidance, and link communities to justice and support services, especially on HIV-related discrimination and gender-based violence.

Call us. Your voice matters.

0800333123 and
0800333125 (IND Hotline)



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