



Vision Save for Vulnerable
Children and Women (VSVCW)

VISION SAVE FOR VULNERABLE CHILDREN AND WOMEN

STRATEGY

2022-2026



Figure 1: A vulnerable household in Kiwani Village Namutumba District 2021
VSCW Strategy (2022-2026)

CONTENTS

1.0 Introduction	6
2.0 UGANDA SITUATIONAL ANALYSIS OF CHILDREN IN UGANDA.....	8
SDG GOAL 1: END POVERTY IN ALL ITS FORMS EVERYWHERE.....	9
3.0 OUR CONTRUBUTION TO CHANGE	12
4.0 VSVCW'S THEORY OF CHANGE.....	15
5.0 SUSTAINABLE DEVELOPMENT GOALSAND VSVCW GOALS	17
6.0 GEOGRPHICAL FOCUS.....	21
7.0 ACHIEVING CHANGE THROUGH CROSS CUTTING COMMITMENTS.....	22
7.0.1 HUMAN RIGHTS BASED APPROACH	22
8.0 FINANCIAL MANAGEMENT	24
9.0 QUALITY MANAGEMENT AND ACCOUNTABILITY	24
10.0 MONITORING AND EVALUATION	25
11.0 AN ORGANIZATION THAT IS FIT FOR THE PURPOSE.....	26
12.0 LEADERSHIP DEVELOPMENT	26
13.0 HUMAN RESOURCE MANAGEMENT.....	27
14.0 ORGANIZATIONAL CHANGE AS A CONSTANT.....	27

ABBREVIATIONS

CAN	Climate Action Network
CHS	Core Humanitarian Standard
CSOs	Civil Society Organizations
CEDAW	Committee on the Elimination of Discrimination Against Women
HR	Human Resources
EU	European Union
GDPR	General Data Protection Regulations
GoU	Government of Uganda
ICT	Information Communication Technology
SDGs	Sustainable Development Goals
ToC	Theory of Change
UDHS	Uganda Demographic and Health Survey
UPR	Universal Periodic Review
UPE	Universal Primary Education
UN	United Nations
UNICEF	United Nations Children's Fund
VSVCW	Vision Save for Vulnerable Children and Women



1.0 Introduction

For five years, Vision Save for Vulnerable Children and Women has been committed to supporting children in need, youth and vulnerable women. From our founder Mwendha Bosco sacrificing his first monthly salary of \$100 to help three orphaned children without hope of sitting for their primary leaving exams due to lack of school fees to supporting an abandoned dying teenage girl after giving birth to a child, since the traditional attendant could not give her any more herbs without clearing the bills. VSVCW has reached out to support the most vulnerable children, youth, and women. So, our mission continues. Our purpose is to empower the communities' poorest in their struggle for a dignified life. This effort is based on a Christian world view and respect for human rights and the equal worth of all human beings. VSVCW organizes aid and assistance at local, national and global levels, in close cooperation with cooperative partners, and engages community political powers to influence decision makers to improve conditions for the communities' poorest.

VSVCW works in a non-discriminatory way for the neediest, irrespective of their religion, gender, political conviction, race, nationality or ethnicity, disability or sexual orientation. We adhere throughout to our own value base to be compassionate, proactive, responsible and respectful. This Strategy covers the period 2022-2026. The strategy is based on VSVCW's organizational Theory of Change which was finalized in March 2021.

By putting the most vulnerable children and women first, we focused to contribute to reduce extreme vulnerability; designing effective and relevant programming as well as positioning the right direction. All our resources reach the most vulnerable children and women. In the financial year 2022, our funding was fully allocated to supporting the most vulnerable for a better future. Moving forward we are developing and adopting critical new models and tools to address the key drivers of vulnerability. Strengthening programming for the most vulnerable children with special focusing on the invisible because of gender inequality, social exclusion, or disabilities. Accelerating fundraising for sustainable support to the target communities. Scaling programmes that have positive environmental outcomes for children and implementing a global carbon-reduction target.

Vision Save for Vulnerable Children and Women goals are based on our vision and respond to the need for sustainable development. All VSVCW's activities are carried out in support of Building Resilience in Communities' goals. We, build resilient communities, which can form the basis for sustainable development and inclusive growth. VSVCW has significant technical expertise and experience to support the goals. Vision Save for Vulnerable Children and Women organizes and prioritizes work under the three international goals within two thematic policies, which are Safer Communities, and cross cutting policies on Gender Equity and Rights Based Approach. All programmes and projects in VSVCW are developed and implemented within the thematic priorities of these policies. All our work will support achieving some of the Sustainable Development Goals (SDGs) and from all programme goals there will be contributions to SDG 5, and 17. Depending on the context and particular programme priorities there will be contributions to achieving other SDG's, too.



2.0 UGANDA SITUATIONAL ANALYSIS OF CHILDREN IN UGANDA

According to the UNICEF 2019 report, based on the country's national monetary poverty line, slightly less than a quarter (23%) of Ugandan children are identified as 'poor', or living in households that are below the poverty line. However, while providing a clear account of household financial resources, this measure does not capture the extent and depth of deprivations experienced by children every day.

The nature of poverty is multidimensional, and children have both material and social needs – including health care and education, a social and family life, clean and safe drinking water, housing that is not squalid and overcrowded, adequate clothing, and regular meals with sufficient and nutritious food. In other words, in order to grow up and achieve their full potential, Ugandan children need access to a wide variety of items that the majority of the population considers necessary for an adequate standard of living – i.e. 'socially perceived necessities'. Broadening our understanding of poverty requires going beyond traditional household expenditure dynamics by integrating access to these 'socially perceived necessities'.

This innovative analytical framework reveals that in Uganda **56%** of children suffer from multiple deprivations (GoU & UNICEF, 2019a). For children in households with three or more children, the figure is more than 60%. In some of the poorest and most densely populated regions of the country, three-quarters or more of children are multidimensionally poor

More than half **56%** of Uganda's children are deprived of six or more things or activities deemed essential by the majority of Ugandans.

The highest rates of multidimensional poverty are found in rural areas **Busoga (75%), Bukedi (83%) and Bugishu (80%)** are among the poorest sub-regions in the country – are very densely populated and together account.

This situation has important and long-lasting implications both for children's individual futures and for achieving a more equitable, inclusive and prosperous society. A child's experiences of poverty and multiple deprivations, even for a short time, can have long-term consequences stretching into adulthood, thus continuing the cycle of poverty and further entrenching inequality.

Severe or extreme poverty can cause children permanent damage – both physically and mentally. It can stunt and distort their development and destroy their opportunities to fulfil the roles they are expected to play in their family, community and society as they get older. In order to achieve well educationally, children not only need access to schooling, they also need to be safe, healthy and well fed.

They need access to clean water and sanitation in order to avoid life-threatening diseases. And, to participate and achieve in modern society, they need access to information and communications technology. All of these things are children's rights.

Above all, every child has the right to a fair start in life. Moreover, reducing child poverty in all its dimensions by 2030 is

central to meeting the Sustainable Development Goals (SDGs) and achieving sustainable socioeconomic transformation, as set out in Uganda's Vision 2040.

SDG GOAL 1: END POVERTY IN ALL ITS FORMS EVERYWHERE

By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.

By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.

Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters. Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.

2.0.1 EDUCATION

Following the introduction of universal primary education (UPE) in 1997, enrolment increased by 145%, 1999(3.1million),

2000 (7.6 million) and 2021 (8.8 million)

However, chronic underfunding over the past two decades has resulted in a significant proportion of the country's most deprived children having no access to pre- and post-primary education.

Between 1996 and 2003 the government spent 20% of the national budget on education but this has since gone down to 11% (UNICEF,2018b)

Despite education being free under UPE, hidden costs (such as uniforms, mid-day meals and school materials) continue to create barriers for children whose parents cannot afford them. Children are also discouraged from attending school by high levels of violence (in school and at home), a lack of parental and community involvement in education programmes, and communities not having the power or the avenues to demand good-quality education.

2.0.2 HEALTH CARE.

Uganda has made good progress in reducing child mortality and increasing life expectancy. A child born in Uganda today can expect to live to the age of 63 and the under-five mortality rate has gone down from 90 per 1,000 live births in 2011 to 64 per 1,000 live births in 2016 (UDHS, 2016). Teenage pregnancy is an important contributor to school dropout and a top cause of death among adolescent girls 1 in 4 girls aged 15-19 years have begun child bearing whereas 12% of the girls aged 10-19 years are married.

Adolescents in the lowest wealth quintile (34%) tend to begin childbearing earlier than those in the highest quintile (15%). Despite user fees having been abolished in 2001, households continue to bear most of

their children's health care costs (GoU & UNICEF, 2015). **61%** of total household health expenditure was spent on child health care in 2009/10.

2.0.3 SHELTER AND HOUSEHOLD DEPRIVATIONS.

Adequate shelter is critical to children's healthy development and growth, and to their survival. All Ugandan citizens have a constitutional right to decent shelter – i.e. that provides protection from the elements, is not overcrowded, and which is made of durable materials. Households are considered deprived if they are unable to afford to replace essential household items or to put money aside for emergencies. 40% OF Ugandan children live in overcrowded home or non-durable dwellings. **44%** reside in homes where their parents lack resources to fix a leaking roof and **74%** do not have their own bed.

2.0.4 VSVCW FIT FOR THE PURPOSE

VSVCW, is a multi-mandated organization with a long track record of working across the development cause, is well-equipped and fit for spanning systems and breaking down silos; VSVCW can engage in multi-stakeholder platforms and work with partners and communities in both local, and national arenas to alleviate humanitarian needs and create and long-term sustainable development.

As the world and political environment around us continues to change and challenge us, VSVCW must and will adapt to stay current, relevant and fit for purpose.



3.0 OUR CONTRUBUTION TO CHANGE

3.0.1 The change we want to see

VSVCW envisions an empowered nation living life in its totality, in which social movements and political powers constantly work strongly and actively for a just and sustainable distribution and use of the earth's resources.

This vision rests on a belief that progress towards a better world for the most vulnerable is possible, individuals, communities and societies can freely express themselves and develop, and that resources and influence can and should be shared more equitably. This vision implies that as a civil society organization we can contribute to these changes.

We acknowledge that change can be spontaneous, cannot always be planned and sometimes change takes on a life of its own. Positive change can happen with continued positive practice. Sometimes it is a confluence of events at the right time. Sometimes it happens in incremental steps, sometimes two steps forward and one step backwards. VSVCW's entire scope of work is organized around a belief in change opportunities.

We always strive to be effective, courageous and innovative, and we remain committed to putting the most vulnerable children and women first, we focused to contribute to reduce extreme vulnerability; designing effective and relevant programming as well as positioning the right direction. All our resources reach the most vulnerable children and women.

Working together with communities in fighting for lasting justice and rights for all. On this basis we pursue two mutually reinforcing global goals:

Saving Lives: Individuals and communities affected by crises are protected, able to withstand and recover from shocks, and live dignified lives.

Building Resilient Communities: Individuals and their communities enjoy resilient livelihoods, and they influence institutions at all levels and live in safety, dignity and justice.

3.0.2 Global agreements the SDG's and Human Rights create the impetus for change valor

The international human rights and humanitarian law remain VSVCW's overall reference frame. But whenever we assess ideas, design interventions and implement strategies, the 2022 agenda for sustainable development, the Addis Ababa Action. The Paris Agreement on Climate Action, the Grand Bargain and the consensus paper on Ecumenical Diaconia provide important references for our own work and provide the standards to which we will hold legal and duty bearer accountable.

The Sustainable Development Goals (SDGs) present an avenue for global cooperation, and provide, particularly when linked to human rights standards and mechanisms, an important global framework for furthering sustainable and equitable development. National

governments have the primary responsibility for implementing many of the global goals. However, instead of the asymmetrical relationship often seen in the interactions between developed and developing countries, the SDGs present a framework for cooperation around the delivery of global public goods and respect for human rights. Civil society and the private sector play an important role, notably in developing effective, sustainable and innovative responses in dialogue with poor and conflict-affected communities and in ensuring that human rights are respected and promoted in the SDG implementation strategies of both state and non-state development actors

3.0.3 Organizational commitments and way of working

VSVCW is well positioned to address development challenges with comprehensive solutions that span a set of distinct tools and approaches, from the local to the National level. In this strategic period, VSVCW will continue focusing on finding comprehensive development challenges through leveraging our multiple mandates and competences that cut across the development nexus.

VSVCW will utilize its triple role as a development, actor to strengthen long-term thinking to increase resilience in protracted crises and address structural inhibitors to solutions. In addition, we shall apply our experience and competence to insist on finding new solutions through a dedicated effort to support children have a brighter tomorrow. VSVC's work is based on strong values and commitments and enjoys a diverse funding base; we can act independently and ensure agility and flexibility in our implementation of strategies and programmes. We will use this strategic period to further add on to our current organizational capacities, ensure we are fit for pursuing our defined goals, and to further develop our identity as a multi-mandated organization.

3.0.4 PARTNERSHIPS

Partnerships are a founding principle of VSVCW – not just a way of working – and are fundamental to our values and identity. VSVCW will continue to priorities partnerships as our most important comparative advantage and contribution to the changes we wish to see in the locations we work in. VSVCW's partners include Education institutions Civil Society organizations, churches, faith-based organizations, governments and other duty bearers, academic institutions, political parties, international regional and global institutions, networks and private sector actors.

3.0.5 PEOPLE AND COMMUNITY CENTERED

People and their communities are at the center of VSVCW programming efforts in all we do. We believe that the empowered individual or entire community is a key driver of change. Individuals and communities are active and leading participants in their own development and crisis recovery. This is reflected in our Theory of Change (ToC), programme planning and implementation.

3.0.6 HUMAN RIGHTS AND A HUMAN-BASED APPROACH

VSVCW has an organizational commitment to respect internationally recognized human rights through all our operations, relations, and engagements. We therefore have clear expectations to employees, partners and business relations in this regard. In this strategic period, we will strive to continuously improve our human rights due diligence,

bearing in mind the nature of our organization, our engagements and risks. In keeping with our human rights-based approach, VSVCW believes that poor and conflict-affected communities have resources and skills that VSVCW, partners and other stakeholders must recognize and build upon. We are committed to further their participation and influence in the development of their own communities, regardless of their gender, ethnicity, age, religion or other characteristics. Through all our work, we facilitate the empowerment of the poor and communities so that they know and can act on their rights. We speak with them or on their behalf and facilitate their linkages to networks, decision-makers and fora from the local to the global level. We work to ensure that the poor and the communities we support can strategically engage with state and non-state actors, and we build the capacity of and sensitize state and non-state actors on their human rights obligations and responsibilities. We understand that to address the root causes of inequalities and poverty and to effectively further the SDG principle of “leaving no one behind”, we must support work that challenges and changes discriminatory norms, laws, and institutions. We will continue to use international human rights standards in our analyses and risk and impact assessments and we will facilitate the use of international human rights mechanisms and other international fora to further human rights in the countries in which we are engaged.

3.0.7 GENDER EQUALITY

Gender equality is a cross cutting commitment. VSVCW addresses gender equality both as a cross-cutting issue in all our work and through targeted interventions aimed at addressing specific gender equality issues such as barriers to women’s political participation, women’s economic participation, protection against gender-based violence, the active involvement of men and boys to foster gender equality etc. VSVCW also works from an intersectionality approach where we address gender together with other identity criteria like age, ethnicity, status etc.

3.0.8 RELIGION AND DEVELOPMENT

Where we work, most people have a religious world view their faith is important to them and frames how they relate to others. Religion and religious institutions are strong actors for positive change and have the potential to positively influence values and norms but can also be misused to suppress people and create conflict based on religious and ethnic identity. VSVCW as a faith-based actor therefore recognizes a responsibility to understand and include religious actors in our ToC and partner portfolio. Religion and development are a crosscutting commitment in VSVCW’s work which is applicable and relevant to development, humanitarian (localization) and advocacy work and to specific interventions where context and issues make it relevant.

3.0.9 CLIMATE CHANGE

VSVCW programs are increasingly being affected by climate change and there is a need to consider how all activities can become even more resilient and adaptive to withstand threats posed by droughts, floods and other extreme weather events. Climate change is a global challenge, and long-term solutions must be found at the national, regional and international level. VSVCW is therefore addressing climate change through development activities and as a global advocacy theme

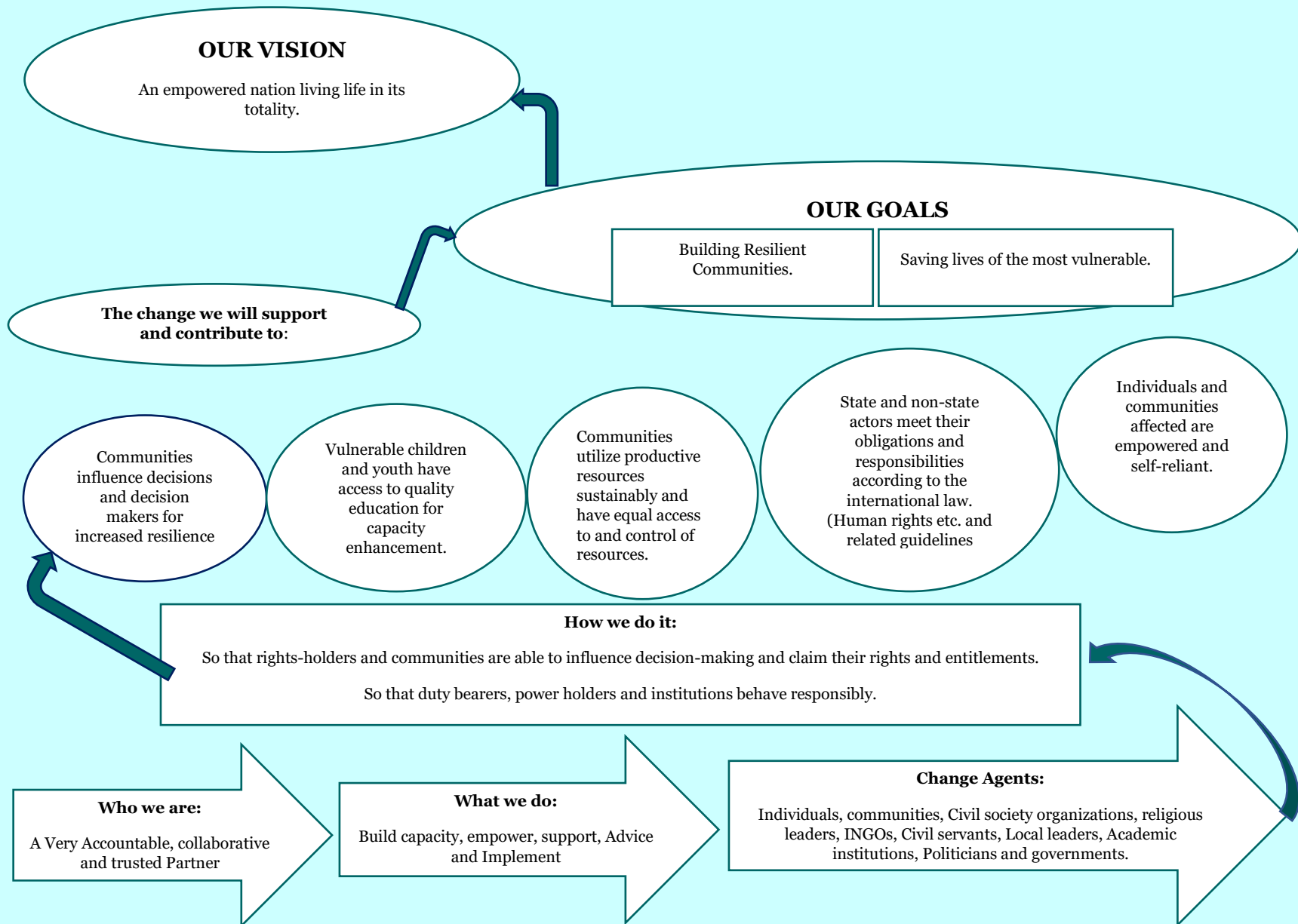
4.0 VSVCW'S THEORY OF CHANGE

In 2022, VSVCW began applying a Theory of Change (ToC) approach in our programming processes to better understand and adapt to changing contexts and to strengthen synergies and links across our programme interventions.

We facilitate change by locating and empowering “drivers for change” in our operations. Drivers for change can be religious, political, social, economic and/ or technological forces. This strategy is directly influenced by an analysis of how VSVCW can work meaningfully with these drivers for change, in the local contexts. A key part of this includes forging and supporting effective partnerships with Civil Society Organizations (CSOs) and networks at different levels, with religious leaders and with faith-based organizations.

The diagram on the next pages illustrates VSVCW's organizational ToC which is based on the ToCs developed in and the partners and stakeholders we collaborate with

VSVCW's THEORY OF CHANGE DIAGRAM.



5.0 SUSTAINABLE DEVELOPMENT GOALS AND VSVCW GOALS

VSVCW remains committed to respecting human rights standards and principles in all our work. Human rights standards are therefore indispensable as our overall reference point. In addition to our overall rights-based approach, SDG's 5, and 17 cut across all our work and partnerships.

VSVCW's strategy for achieving results towards the Global Goal to Save Lives is to increasingly deliberate synergies that will also contribute to VSVCW's two other organizational goals. Conversely, the achievements towards those goals will support and enable strengthened results towards the Save Lives goal. In achieving this Global Goal, VSVCW will contribute directly to SDGs 2, 5, 10, 11, and 17.

VSVCW's strategy for engaging to Build Resilient Communities covers a broad range of issues that all contribute to absorptive, adaptive and transformative resilience. Resilience requires the synergy of many components, and VSVCW addresses the local, national and international barriers that may be environmental, financial, social, political etc. Hence, our work on resilience contributes to most of the SDGs, and notably SDGs 1, 2, 5, 8, 10, 11, 12, 13, and 17 are applicable to all goals.

VSVCW's strategy for Fighting Extreme Inequality is rooted in ensuring that state and non-state actors meet their obligations and responsibilities according to international law and related guidelines. This is reinforced through working towards ensuring space for a diversified civil society at local, national and international levels, including the aims to ensure that duty-bearers are accountable and responsible, ensure non-discriminatory practices and equitable distribution of resources. Lastly, VSVCW works to nurture and develop individual belief in and claims for human rights and entitlements, and that individuals are active citizens who enjoy accountable and responsive governance through participation and inclusion; VSVCW will contribute to SDGs 1, 5, 8, 10, and 17.



GOALS

VSVCW has a unique dual mandate which enable us to operate across the development. We bridge traditional aid systems and domains with new ways of working and engaging multiple stakeholders, partners and communities in collective efforts to achieve the sustainable development goals and address development challenges. VSVCW works with the most vulnerable communities build resilience and improve lives. In this strategic period, VSVCW will deliver development programmes that are adaptable to high-risk to address the long-term effects. The trust between communities, partnerships and service providers, which we support and help to improve over years, will be valuable resources for peace. We will enable our staff, partners and other stakeholders to collaborate across sectors and domains to achieve sustainable impact and change for people

5.0.1 BUILD RESILIENT COMMUNITIES LONG-TERM CHANGES

Individuals and their communities enjoy resilient livelihoods, and they influence institutions at all levels. All individuals and communities live safe and protected lives, mitigate risks, absorb shocks and manage the impacts of shocks.

All individuals and communities use productive resources sustainably, practice diversified and sustainable livelihood strategies and have equal access to and control of productive and natural resources. All individuals and communities negotiate and influence decisions and decision-makers for increased resilience.

5.0.2 CURRENT AND FUTURE CHALLENGES

- Communities and individuals that VSVCW works with experience a range of major challenges:
- Increasing levels of inequality in access to and control of natural, political, economic, social, and cultural resources.
- Rights holders are not always not aware of their right to a life in dignity and justice, nor do they have access to the means to realize these rights.
- Structural barriers to engage in meaningful and profitable sustainable employment opportunities.
- Rights holders lack the means to withstand the increasing pressure from private sector actors attempting to control input and output markets, and from the research agenda and political decision-making, which makes it increasingly complicated for communities to build resilient livelihoods.
- Climate change: often located in marginalized areas, the world's poorest experience higher risks in connection with unpredictable weather and market irregularities and biases, they are hit harder by loss and damage due to climate change, and they may be affected and even displaced by conflicts over access to resources.
- Women and youth suffer from additional discrimination and unequal treatment in the process of accessing resources and influence, and often do not receive a fair share of development gains and rights fulfilment.
- The limited funding to support the vulnerable communities through the years to access a decent educations and access to basic needs of life.

• 5.0.3 STRATEGIC INTERVENTION AREAS

VSVCW has considerable capacity and strength in supporting communities to build resilience using a set of thematic policies, cross-cutting commitments and guidelines for good practice. These will continue to form the backbone of our future resilience work combined with new themes and innovative methods and technologies. Our resilience work will link to the SDGs to adjust to global trends and benefit from VSVCW's comparative advantages as well as to the strategic intervention areas under Save Lives. We will improve resilience by scaling up income generation from sustainable production, promote access to decent and sustainable jobs, promote sustainable and climate friendly development, increase access to quality education, increase access to maternal health services and improve risk reduction.

Strategic Objective: By 2026, VSVCW and its partners facilitate community-led programming which responds to identified risks.

Sustainable community livelihoods development and job creation.

- a) Expanding small-scale producers' opportunities for inclusion into value chains and markets, which enable them to benefit from agri-business and inclusive business models with relevant private sector stakeholders.
- b) Exploring and enhancing entrepreneurial opportunities for youth within both agricultural and non-agricultural sectors, including targeted skills development.
- c) Promoting sustainable agroecological production systems in small-scale agriculture and livestock in rural and urban settings, including training and support for farmers who convert from conventional systems for risk minimization.
- d) Increasing access to finance and credit.
- e) Scaling up inclusive and responsible private sector engagement and functioning markets e.g. in agribusiness and value chain development, innovative use of technology, and specific skills development.
- f) Building up sustainable pro poor insurance systems, including for loss and damage, for producers and entrepreneurs.
- g) Supporting access to sustainable energy as an enabler of human, social and economic development.
- h) Capacitating communities to withstand increasing pressure from multi-national companies that increasingly control markets for inputs and outputs, the research agenda and political decision-making.

Facilitating local to global solidarity, networks and information sharing to enhance negotiating power driven by rights holders.

Strategic Objective 2026: By 2026, VSVCW's development programmes implement market-based projects which combine multiple strategies targeted to a range of stakeholders in the value chain.

Communities influence decisions for building resilient communities (mainly transformative) Evidence shows that facilitating self-esteem, rights awareness, experience sharing, networking and ICT based knowledge sharing are powerful strategies to improve rights holders' resilience. When combined with technical knowledge, provision of livelihood opportunities in a broad sense, and advocacy, we can empower communities to take matters into

their own hands and engage in dialogue with duty bearers. This awareness and dialogue is essential for achieving resilient communities that contribute to a range of SDGs.

- a) Organizing communities and linking them to networks promoting awareness of and access to social services that can increase community resilience using media and ICT for information sharing and interaction across communities.
 - b) Advocating to increase gender and youth inclusiveness in agriculture, value chains, agribusiness and jobs for increased income – including addressing barriers for equal participation.
 - c) Supporting reform of formal and informal structures to promote equal and sustainable access to productive resources and decision-making.
 - d) Building and promoting new alliances and partnerships between governments, the private sector, civil society actors and faith-based movements to ensure the rights holder's benefit.
- Strengthening and linking local and national resilience as well as advocacy actions to VSVCW advocacy and policy actions towards international level standards and processes.

Strategic Objective 2026: By 2026, VSVCW's established development programmes implement projects which aim to empower youth as a primary stakeholder.

Strategic Objective: Deepening our commitment to the most vulnerable boys and girls.

By putting the most vulnerable children, we continue to realign our focus and footprint to reduce extreme vulnerability by developing effective, relevant programming, enhancing the right leadership and capacity as well as allocating funds for greater impact.

VSVCW advocacy will promote responsible business with the aim of ensuring that private investments become a constructive development tool, promoting human rights, growth and sustainable development.

6.0 GEOGRAPHICAL FOCUS

Currently, VSVCW has a presence in the whole Namutumba District found in the eastern part of Uganda, it is categorized with high illiteracy rates and poverty rates. The poorest regions within the district and unforeseen opportunities to make a difference will also affect VSVCW's prioritization of country presence and programmes during the strategy period. The following criteria are applied when VSVCW engages in a village.

Inequality: Poverty levels and the human rights situation in a given county will remain fundamental criteria defining where VSVCW engages. Positive development is tarnished in many locations by a significant growth in inequalities within societies, as a consequence of unjust structures, norms and institutions. VSVCW will work in countries with opportunities to facilitate more equal development, address root causes of severe poverty, promote equal rights for all.

Presence, history, experience and competencies: VSVCW values long-term presence and stability of engagement to work with the rights-based approach and achieve a greater impact, not least in its effort to build competent and sustainable civil society organizations

VSVCW Strategy (2022-2026)

Donor Policies and Priorities

Donor requirements, policy priorities influence the choice of counties VSVCW decides to work in. VSVCW has a close partnership with the Ministry of Education partnership agreement, the ongoing strategic cooperation and policy dialogue as well as project funding based on specific calls. VSVCW receives funding from well-wishers, church donations, private donors and income from the organizational farm. VSVCW is reaching out to other potential donors to pool resources together for supporting the children and targeted community. It is foreseen that VSVCW's engagement in district will increase, because of the burden and level of inequality to be reduced in the regions.

7.0 ACHIEVING CHANGE THROUGH CROSS CUTTING COMMITMENTS

7.0.1 HUMAN RIGHTS BASED APPROACH

VSVCW will maintain its focus on human rights values and standards. While the SDGs provide goals and indicators, human rights standards will remain our compass when analyzing contexts, developing and accessing strategies. VSVCW will continue to advocate and sensitize state actors (local, national and third states) towards accountability to international human rights and humanitarian law but will upgrade our dialogue and advocacy on the human rights responsibilities and abuses of corporate actors.

We will increase the use of technology in our advocacy work, including when documenting human rights abuses and violations, and will ensure that technologies are accessible to the poorest groups so that information can be more widely disseminated for mobilization and advocacy. We will strengthen our targeting strategies and needs assessment methodologies to reach those “left behind”, monitor the degree to which we and our partners are reaching the most vulnerable groups and regions, and explore how technology and new partnerships can further this outreach.

We will upgrade work focused on building inclusive values and institutions, particularly around gender, and on strengthening gender-mainstreaming in our livelihood and humanitarian assistance work. We will build internal capacity on the UN Bill of Human Rights and CEDAW, further partner capacity and facilitate links for partners and community members to human rights mechanisms, particularly the Universal Periodic Review (UPR).

Finally, we will increase our efforts to identify, address and mitigate human rights risks across the organization, not least in our relations with the private sector, through improved human rights risk and impact assessments and capacity-building.

7.0.2 PANEL PRINCIPLES

7.0.2.1 Participation

Programmes and projects include institutionalized and accessible mechanisms for rights-holders to influence decision-making. These mechanisms must be safe, inclusive, transparent

and accountable. Barriers that limit certain groups from meaningfully participating must be adequately addressed to facilitate equal participation.

7.0.2.2 Accountability

Programmes include activities that a) further transparency and address gaps in the response of relevant state and non-state actors to their human rights obligations and responsibilities, b) ensure that duty-bearers provide adequate access to information to rights-holders, c) facilitate access to remedies in the event of human rights abuses or violations.

7.0.2.3 Non-Discrimination and Equality.

Programmes include activities that a) target the most discriminated women and men, b) address discriminatory norms, laws and practices, c) strengthen the strategic use of disaggregated data in needs assessment, project design, monitoring and evaluations to ensure inclusion and non-discrimination.

7.0.2.4 Empowerment.

Programmes include processes where groups of marginalised men and women have increased awareness of their rights and entitlements, have enhanced influencing skills, and have strengthened their organisations and networks for claiming rights and accessing entitlements. In this strategic period, VSVCW will particularly focus on providing capacity development and the sharing of experiences.

7.0.3 LINK TO HUMAN RIGHTS AND HUMANITARIAN LAW STANDARDS

Programmes use internationally recognized human rights and humanitarian law and related guidelines in their analyses, strategies, and risk assessments. VSVCW and VSVCW partners make strategic use of relevant alternative reporting to UN and regional human rights

7.0.3.1 Gender Equality

VSVCW will continue to work towards gender equality. VSVCW addresses gender equality both as a cross-cutting issue in all its work and through specific targeted interventions aimed at addressing specific gender equality issues. VSVCW will focus on how gender intersects with other identities like age, ethnicity, religion etc. to create multiple forms of discrimination. A focus in the coming strategic period will be on addressing the discriminatory norms and stereotypes that perpetuate gender inequality. Faith leaders can have a central role in promoting transformational change for gender justice. While faith leaders can condone, justify or remain silent, they can also play an authoritative role in leading conversations to challenge and change practices often perceived as legitimated by faith. As a faith-based organization, VSVCW has both a unique opportunity and a special obligation to work closely with faith leaders on strengthening a faith narrative that supports gender equality

7.0.3.2 Youth

In the period 2022-2026, VSVCW will strengthen its focus on youth in country programmes and vulnerable school going children. In some of the countries where VSVCW is working, religion and faith can be an entry point for youth groups to engage in social issues.

VSVCW will maintain current targeting principles: solid in country analysis i.e. vulnerability, “leave no one behind”, human rights violations, gender equality, poverty indicators and

progressive youth groups/role models that can drive progressive change. VSVCW will seek to strengthen active participation of youth in project and programmes and advocacy work.

7.0.3.3 Learning

Learning is vital for VSVCW's organizational performance and agility and acts as a critical component for the change processes we are supporting. Learning processes constitute a complex ecosystem of interactions between individuals, including VSVCW staff, CSO partner staff, rights holders, and other partners and networks and their environments. In this strategic period, VSVCW will focus on transforming knowledge and experiences from this ecosystem into practical and applied learning that will enhance our staff competences, programme and project quality, innovation and accountability VSVCW International Strategy necessitates a set of core and technical staff competences. These competences are critical for VSVCW staff and staff of VSVCW's partner CSOs. The core and technical competences will be pursued through tailored learning pathways, which include a sequence of analogue and digital learning activities and digital support tools.

Learning from experiences and sharing knowledge are critical not just to describe best practice but also to predict our next practice. Learning from experiences is the essence of the concept of learning loops through which reflection on the efficacy of our processes will be incorporated as a natural part of our work. To further ensure knowledge sharing and learning across VSVCW's work processes and structures, thematic communities/virtual community hubs will be established.

In the strategic period, VSVCW will have a special focus on improving the quality and cost-effectiveness of learning processes. This includes research-based improvements to the didactical quality of learning designs and mainstreaming VSVCW's values and the PANEL+ principles into the design. We will also include further mainstreaming of a blended learning approach, where analogue and digital learning environments are utilized, and we will establish partnerships with other organizations when possible.

8.0 FINANCIAL MANAGEMENT

VSVCW will strive towards a long-term financial development to make VSVCW finally more robust. The purpose of this is long-term sustainability, a higher level of flexibility in VSVCW's work and an increase in our impact in VSVCW target location. Long term specific indicators focusing on turnover, surplus, administrative percentage, equity in relation to turnover and solidarity will be developed and approved by the board covering the five years. Improving our cost-effectiveness at the office is a prerequisite for ensuring the required investments in the turnover growth, investment in capacity and resources and prioritization of investments in innovation.

9.0 QUALITY MANAGEMENT AND ACCOUNTABILITY

VSVCW is committed to the highest levels of quality management, accountability and learning at all levels of the organization, and will continue working to enhance these areas of activity during

the strategic period. VSVCW's approach to quality management and accountability has been built on its commitment to the Core Humanitarian Standard (CHS). VSVCW will additionally work to improve systems and practices for the monitoring and evaluation of its work, introduce practices and policies to improve organizational learning, and continue ongoing work to improve and adopt accountability systems to ensure VSVCW remains responsive to the needs, concerns and grievances of key stakeholders and people in need.

Quality Management and Accountability

From 2022, VSVCW will enhance its quality management approach in four areas.

First, VSVCW will develop and adopt a policy to mainstream human rights considerations into the organizational practices and strengthen procedures to identify, prevent, mitigate and respond to any actual or potential human rights risks in our operations, partnerships and business relations.

Second, accountability to key stakeholders and those who benefit from our work will remain a high priority during the period. This means improving communication to stakeholders of VSVCW's commitments, including VSVCW's staff code of conduct and complaints mechanisms and ensuring that appropriate feedback systems are in place. To this end VSVCW will build on lessons from participatory feedback mechanisms. VSVCW will ensure that communities are aware of expected staff behavior, including VSVCW's commitment to preventing sexual exploitation and abuse, and that VSVCW is recognized as an organization that welcomes and actively addresses both feedback and complaints.

Third, VSVCW will continue to ensure that funds entrusted to VSVCW by both private and institutional donors are used as intended and not lost to corruption. VSVCW will introduce a risk-based approach to anti-corruption/anti-bribery training and spot-checks on financial management procedures. VSVCW will continuously contribute to experience sharing, advocacy and collective action across the sector on anticorruption issues.

Finally, VSVCW will continue to address areas of weakness highlighted through the CHS monitoring report. This includes developing and applying a more systematic and comprehensive approach to risk management, including as a response to the adoption of our Human Rights Policy, and developing policies and practices to ensure compliance with the EU General Data Protection Regulation (GDPR), which relates to people's right to protection of personal data.

Strategic Objective: BY 2026 VSVCW can demonstrate increased awareness of access to complaints and principles of expected staff behavior (including sexual abuse, exploitation and harassment) among members of the communities we work in an in our partner organizations.

10.0 MONITORING AND EVALUATION

In VSVCW, monitoring and evaluation plays a vital role in programming, as a mechanism to support management in tracking progress in results and assessing performance for purposes of learning and accountability.

VSVCW will review and develop stronger practices for monitoring and evaluation across the organization VSVCW will also seek to enhance its ability to learn and improve from monitoring and evaluation, particularly through real time data collection, analysis and response. Over time this will promote evidence-based decision-making amongst VSVCW and partners, and improve our ability to gain a holistic overview of VSVCW's work, its progress and effects. This includes mainstreaming experiences from VSVCW's work to integrate participatory feedback mechanisms across VSVCW's programmes, as described under 9.1, as well as mainstreaming use of digital data collection across the organization

VSVCW will improve documentation of outcomes and use evaluations for improved learning and performance. VSVCW will explore the outcome harvesting methodology alongside other efforts to measure and evaluate the impact of projects and programmes. VSVCW will ensure more consistent use of its evaluations to improve performance and organizational learning. This means a renewed commitment to respond to evaluation recommendations by the respective managers for application at project and programme level. An annual review of evaluations, recommendations and actions will allow identification of trends in evaluation quality at a global level to support organizational learning.

11.0 AN ORGANIZATION THAT IS FIT FOR THE PURPOSE.

VSVCW is a multi-mandated organization devoted to its civil society partners and to a partnership, and people-centered approach. VSVCW will, however, rely on blended models of implementation from community and to direct implementation to address and challenge unprecedented development needs, diverse contextual environments and diverse expectations from stakeholders. The organizational structure required to handle programmatic, financial and contractual complexity needs constant adaptation and thus human resources, organizational approaches and structure. VSVCW will therefore enable human resources and organizational development.

12.0 LEADERSHIP DEVELOPMENT

A key factor in fulfilling the goals of this strategy is a gradual transition from traditional leadership system to a delegated system. There will be focus on management development and leadership with three leadership outcomes:

- Strategic direction so leaders at all levels create widespread collective agreement on the organization's overall goals, their focus and various factors needed for implementation.
- Alignment within VSVCW including coordination of knowledge and work across departments and units.
- Relationship building with the organization to ensure staff engagement and development.

To retain our competent and loyal staff and to recruit new competitive staff, leaders will ensure a high level of staff welfare, engage with staff on vertical and horizontal opportunities for competence and career development, access to learning loops as well as flexibility and room for innovation in fulfilling their tasks.

Leaders will encourage staff competencies to participate in surge team across VSVCW. Leaders will facilitate communities of practice and thus create learning and feedback loops with a focus on professional upgrade, best practices, new methods and shared collective foresight on global trends.

13.0 HUMAN RESOURCE MANAGEMENT

Recruitment, retention, career development, technical competence building, leadership and management development is thus linked to VSVCWs' overall goal achievement. During the first year of the strategic framework, we will align the support structure. Due consideration will be made to both programmatic and contextual differences i.e., operational environment, security aspects, primary implementation model, scale and complexity.

VSVCW combines a decentralized decision-making structure with a matrix support structure to promote responsiveness and flexibility. Decentralization rests on a principled decision that programmatic decisions are taken as close as possible to civil society partners and affected communities. VSVCW offices vary in size (from 5 to 25 full time staff) depending on programme size and focus. In-country management teams consist of a Director and two to four middle managers (Head of Finance, Head of Programme etc.), depending on the type and scale of operation. The management team is supported by relevant technical staff and technical focal points. A human resource support. Human Resource (HR) will support organizational change and development processes in close collaboration with Senior Management and will establish and support a network for HR staff across countries. This will lay the foundation for cross national sparring in the group and for HR to support with HR-tools.

Recruitment – including structured way of making new employees feel at home in the organization and systematic staff induction using online tools and face-to-face meetings HR staff will support managers to develop the tools needed to conduct these meetings. Web-recruiting and transparent recruitment processes will continue as currently conducted. Retention includes timely, focused and dialogue-based feedback to staff as well as leaders to ensure a professional and inclusive environment that motivates and contributes to retention of key staff. Retention also implies competence development on areas with high technical standards, and pathways for career development.

Strategic Objective: By 2026 VSVCW has aligned organizational structures and tools through professional support provided by HR. This strategy requires several new/emerging competencies as well as maintaining already developed capacities based on 1) strategic intervention and areas 2) cross cutting commitments.

14.0 ORGANIZATIONAL CHANGE AS A CONSTANT

VSVCW in order to remain relevant and agile will continue to adapt its organization to changes in the world in which we operate. Organizational change is thus a constant, and change management is a continual process. An organizational development plan will be developed to guide the growth and development of the organization.

Organizational capacities, resources, plans and priorities will be revisited on a regular basis to remain relevant and fit for purpose, and to spur sustainable growth of the organization. This applies to the capacities and resources in place to implement and achieve objectives through programming, as well as those essential capacities that enable and facilitate ability to deliver change. Resource management is a critical part of the delivery on the strategy, as is the ability to match resources with ambitions.



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VISION SAVE FOR VULNERABLE CHILDREN AND WOMEN STRATEGY 2022-2026