



**JOMAS  
FOUNDATION  
AFRICA**

EMPOWERMENT FOR ALL

# Joint Mechanism for Access to Social Protection (JOMAS)

# STRATEGIC PLAN 2022 – 2026

“Body, Right, Choice, Decision”

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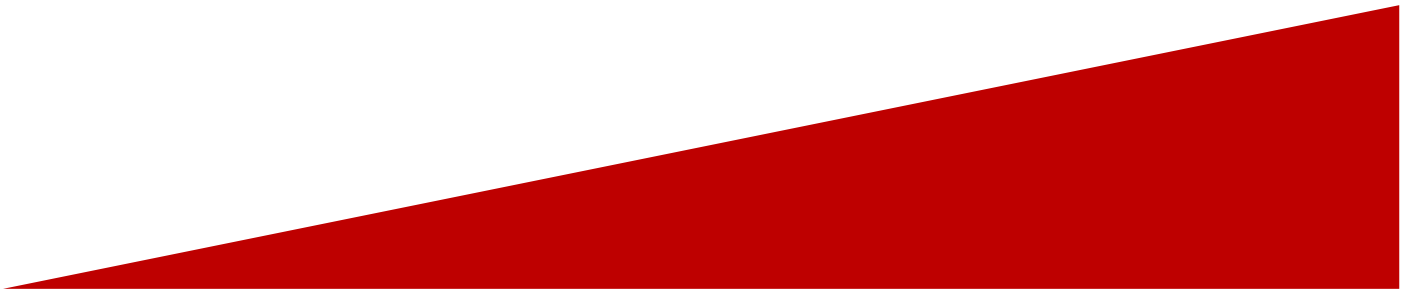
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## ABBREVIATIONS

Abbreviation	Description
JOMAS	Joint Mechanism for Access to Sexual and Reproductive Health and Rights
SRHR	Sexual and Reproductive Health and Rights
YP	Young People
ICPD	International Conference on Population and Development
AYSRHR	Adolescents and Youth Sexual and Reproductive Health and Rights
CSE	Comprehensive Sexuality Education
NSEF	National Sexuality Education Framework
MIYP	Meaningful and Inclusive Youth Participation
AIDS	Acquired Immuno-Deficiency Syndrome
SWOT	Strengths, Weaknesses, Opportunities and Threats
STEEP	Social, Technological, Economical, Environmental and Political
NGOs	Non-Governmental Organizations
RH	Reproductive Health
SGBVS	Sexual Gender Based Violence
CBOs	Community-Based Organizations
ICT	Information, Community, Technology
ESAE	East and Southern Africa
CSOs	Civil Society Organizations
TV	Television
OCAO	Organizational Capacity Assessment
MERL	Monitoring, Evaluation, Reporting and Learning
STIs	Sexually Transmitted Infections
BOD	Board of Directors
SO	Strategic Objective

## EXECUTIVE SUMMARY

Youth in Uganda are the youngest population in the world, with 77% of its population being under 25 years of age. There are 7,310,386 youth from the ages of 10–24 years of age living in Uganda.

Young people (10-24 years) in Uganda face many sexual reproductive health and rights (SRHR) challenges stemming from early, unprotected and forced sexual activity. An underlying factor to this is limited access to youth-friendly SRHR information and services, which impact on young people's ability to make informed and healthy life choices. Especially in many rural areas of Uganda, the provision and uptake of quality adolescent SRHR services remains low.

The goal of this Strategic Plan is to build stronger and more inclusive SRHR Movement for Young People (YP) through research, advocacy, networking and capacity building. Consequently, the objectives of the strategy are to raise awareness of the different SRHR needs of Young People (YP) in Tertiary women and adolescents. To contribute towards positive policy change that will ensure equal access to SRHR services. To foster a culture of inclusivity through embracing different sexual orientations and identities. To hold the government accountable on investment in health through research and campaigns. To use multi-media platforms to create awareness of SRHR to YP. To create a strong network of SRHR advocates through the Alliance SRHR cluster. To provide entrepreneur skills to YP including those with disabilities.

The Strategy advocates harmony with other protocols, strategies and initiatives both nationally, regionally and internationally. For instance, the Strategy is consistent with the spirit and principles espoused by the 1994 International Conference on Population and Development (ICPD), the Sustainable Development Goals and continental initiatives such as the Maputo Plan of Action, the Africa Health Strategy and other population and health documents.

JOMAS' strategic approach to achieving SRHR is guided by our Impact Model. The Impact Model is a holistic, four-pronged approach that gives us flexibility to adjust objectives and tactics as needed in the fast-paced and changing world of public discourse and policy change.

The strategic documents proposes a number of approaches: Community/Social Mobilization; Lobby and Advocacy; Partnership building; Networking and Collaboration; Capacity Building and Awareness Creation; Research, Policy Analysis and Documentation; and Strategic Communications.

To achieve its goals, the Strategy identifies key cross-cutting themes, such as health systems strengthening, attention to service quality, mainstreaming gender, creating linkages and partnerships, resource mobilization, developing monitoring, evaluation and surveillance systems.



## BOARD CHAIR MESSAGE



For millions of young people around the world, the onset of adolescence brings not only changes to their bodies but also new vulnerabilities to human rights abuses, particularly in the arenas of sexuality, marriage and childbearing.

Millions of girls are coerced into unwanted sex or marriage, putting them at risk of unwanted pregnancies, unsafe abortions, sexually transmitted infections (STIs) including HIV, and dangerous childbirth. Adolescent boys are at risk, as well. Young people – both boys and girls – are disproportionately affected by HIV.

Yet too many young people face barriers to reproductive health information and care. Even those able to find accurate information about their health and rights may be unable to access the services needed to protect their health.

Adolescents' and young people's sexual and reproductive health must be supported. This means providing access to comprehensive sexuality education; services to prevent, diagnose and treat STIs; and counselling on family planning. It also means empowering young people to know and exercise their rights – including the right to delay marriage and the right to refuse unwanted sexual advances. JOMAS partners with other likeminded organizations, UN agencies and with governments, civil society, young people and youth-serving organizations, religious and cultural institutions to actively promote and protect the sexual and reproductive health and human rights of adolescents and young people.

Working with ministries, NGOs and other partners, JOMAS also advocates for and supports the efficient delivery of a holistic, youth-friendly health-care package of services. These include:

- Universal access to accurate sexual and reproductive health information;
- A range of safe and affordable contraceptive methods;
- Sensitive counselling
- Quality obstetric and antenatal care for all pregnant women and girls; and
- The prevention and management of sexually transmitted infections, including HIV

JOMAS also works to ensure health services and supportive programmes are available to young people who are marginalized or hard to reach.

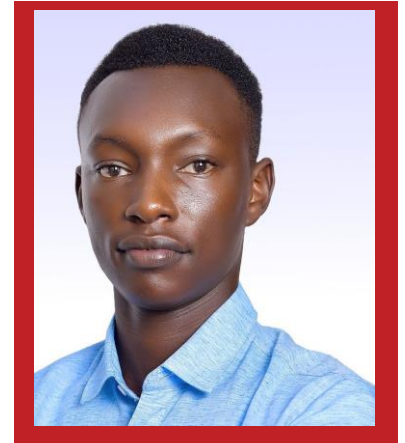
We are therefore, pleased to present to you our new strategic plan 2022-2026 aimed at enhancing access to SRHR services and information for young people aged 12-30 years.

A handwritten signature in blue ink, reading "Jovita Katusiime". The signature is fluid and cursive, with the first name being more prominent.

**Jovita Katusiime**  
Board Chair, JOMAS BOD

The lack of high quality Sexual and Reproductive Health services and education in Uganda has meant high rates of HIV and other Sexually Transmitted Infections, teenage pregnancy and child marriage. This damages young people's life prospects, increasing school dropouts and impacting their physical and economic health.

As a contributor to the attainment of the East and Southern Africa (ESA) commitments, JOMAS announces full support to the implementation of comprehensive sexuality education (CSE). Although Uganda through Ministry of Education and



Supports developed and launched the National Sexuality Education Framework (NSEF) for School Setting, there is no realistic plan to reach out to groups of young people with different vulnerabilities. There is also no National Sexuality Education Framework for Out-of-School Youth.

That's why we are committed to increasing access to Sexual and Reproductive health services and information for young people both in and out of school. JOMAS specifically targets those most vulnerable to unsafe sexual practices, including young people living with disabilities and living in marginalized communities. We use three major strategies to increase availability and access.

Firstly, we have coordinated and built a network of like-minded organizations with local knowledge, that we support to expand and improve their Sexual and Reproductive Health services and information. At the same time we work alongside health, education, gender and other public and private organizations to build youth engagement with services and information.

Perhaps most importantly we work directly with young people (Young Men, Boys, Young Women and Girls). We train them to conduct research, and document their experiences in order to effectively influence decision-makers, shaping both government policy and community attitudes.

Supporting young people to identify problems and solutions, and advocate for change in their own access ensures meaningful, sustainable and targeted change to services. Not only this but we are investing in and increasing the leadership skills of young people and helping them to claim their voice in all areas of their lives.

Our young people are also helping to plug the gaps. They are trained to deliver Sexual and Reproductive health education to other young people with disabilities through peer-to-peer learning.

A handwritten signature in blue ink, appearing to read 'Joshua Twinomujuni', with a stylized flourish at the end.

**Joshua Twinomujuni**  
JOMAS Team Leader

## 1.0. WHO WE ARE?

### 1.1. JOMAS History

JOMAS Foundation Africa is an independent registered national non-government and non-profit organization based in Wandegaya, Kampala. JOMAS prime motto is empowerment for all.

In 2018 a group of educated, dynamic, like-minded and committed young people of different backgrounds, different religions, different gender and different faith got together to establish an organization, for addressing the most urgent and pressing needs of their fellow young people, women and men of Uganda as the preliminary youth advocates and change agents in their country. True to this spirit the organization was named Joint mechanism for access on sexual reproductive health and rights (JOMAS).

Considering their association with the development sector the group was cognizant of the plethora of problems plaguing the country. Consequently, the organization's focus was not kept limited either in terms of geography or sector. Whilst operating in different districts of the province, JOMAS has been carrying a range of interventions in the areas of education, health and law targeting YP.

The type of activities undertaken by the organization range from capacity building, empowerment programs, advocacy programs to service delivery, with focus remaining on the deprived and marginalized segments of the nation. Whereas in terms of operations what characterizes JOMAS functioning are its efforts to (a) enlist involvement of the locals when initiating activities at the grass root level; and (b) mobilize girls, women and men for bringing peace, tolerance, end to violence and development in society.

### 1.2. Our Vision

We envision a society that is informed where young people enjoy their SRHR, are able to make informed choices of their lives, and are recognized as a valuable resource.

### 1.3. Our Mission

To be a national champion in building stronger and more inclusive Sexual Reproductive Health and Rights Movement for Young People through research, advocacy, networking and capacity building

### 1.4. Our Values

#### 1.1.1. *Inclusivity*

JOMAS is an open, inclusive space that welcomes adolescents and young people in their diversity.

#### 1.1.2. *Justice*

JOMAS believes that any SRHR initiative must address racial, social and economic equity.



### *1.1.3. Human Rights*

We affirm the rights of young men and boys, young women and girls to meaningfully participate in decision-making processes at all levels, including in aligning key SRHR policy instruments with national development plans and developing SRHR responses that center human rights.

### *1.1.4. Intersectionality*

We take an intersectional approach in collective work for SRHR and climate justice, recognizing that climate change affects people differently based on their multiple identities. An intersectional approach is key to ensure that climate interventions adequately account for women's and girls' realities and needs in climate crises.

### *1.1.5. Bodily Autonomy*

We support and advocate for the fundamental right of every individual to make decisions about their body, their health and their future without coercion or control by others, including with regard to choices about whether or not to be pregnant or on how many children to have.

## *1.5. Target Communities and Localities*

JOMAS will continue to work with both in and out of school young people aged 12 – 30 Years including men and adolescent boys, women and adolescent girls, young people with disabilities, young people living with HIV, Young Female Sex Workers and Young People who Inject Drugs in an inclusive development approach. JOMAS targets groups including young people in the urban and rural communities who are still living in miserable conditions, misinformed and deprived of very basic necessities of life. JOMAS also works with health workers, paramedics, counselors and other staff related to health issues, teachers, students, media personnel, environmentalists and stakeholders in the field of health, education and environment.

## 2.0. SITUATION ANALYSIS

**Young people (YP) have limited access to accurate and timely sexuality information and services.** Comprehensive knowledge about HIV prevention including knowledge about SRHR information and available service options among YP aged 10–24 has stagnated at 45.5%<sup>1</sup>. It is important to avail YP most marginalized the right SRH information to enable them make informed decisions and access SRHR services to improve their health outcomes. In addition, most community-centered approaches to male involvement in health/SRHR programs are not primarily about men's SRH needs but a conduit and tool to promote women's and girls' SRH needs as revealed by a recent national study. Uganda has several key policies and legal frameworks that could impact SRH outcomes for YP if implemented including: National Sexuality Education Framework (NSEF); 2020 Revised Guidelines for the Prevention and Management of Teenage Pregnancy in School settings in Uganda; The 2018 Uganda National Parenting Guideline; National Self-Care for SRHR Guideline (Draft). Implementation of most of these has been frustrated by non-progressive attitudes informed by the cultural and religious values and norms. Cultural and religious leaders continue to perceive Comprehensive Sexuality Education (CSE) as an immoral and unacceptable subject to discuss with YP. Yet, these are given a resounding platform during policy-making processes by policy and lawmakers as they own 70% of schools and health facilities. Linked to this, most parents and communities are not able to provide sexuality education to YP.

**Lack of meaningful engagement of YP in the designing of programmes that target**

**their health and well-being results into poor health outcomes for YP.** Meaningful and inclusive youth participation (MIYP) means that YP are able to participate in all stages of decision making, that their opinions are respected and included in final policies, frameworks and guidelines. Yet, YP lack the capacities to advocate and occupy policy-making spaces. This partly explains why existing policy and legal frameworks lack progressive (open-minded) provisions on YP's access to SRHR information and services. Yet, they seek to create an over-arching national direction for providing YP with Sexuality Education in the formal education setting. It is documented in research that students and YP are not proactively engaged in the design and implementation of youth-friendly approaches in regard to their SRH needs.<sup>2</sup>

**Poor Health Seeking Behaviour among Young Men and Boys:** We acknowledge that although men are homogeneous by sex, they are heterogeneous by characteristics on matters concerning seeking health care. We also appreciate that men's health seeking behaviour is a complex phenomenon. Men have been stereotyped as being reluctant towards seeking health care when faced with illness. We believe that determinants of health-seeking behaviour have been under investigated. We recognize that efforts to understand men's health-seeking behaviour are poorly understood in the AIDS epidemic, and encouraging men to get tested and into treatment is a major challenge, but one that is poorly recognized. JOMAS will establish determinants of men's health seeking behaviour in Uganda.

<sup>1</sup> Ministry of Health Strategic Plan, 2020/21 – 2024/25. <http://library.health.go.ug/publications/work-plans/ministry-healthstrategic-plan-202021-202425>

<sup>2</sup> A REPORT ON THE STATUS OF THE YOUNG PEOPLE'S ACCESS TO SEXUALITY EDUCATION AND ADOLESCENT REPRODUCTIVE HEALTH SERVICES IN TERTIARY INSTITUTIONS IN UGANDA.

<https://healtheducationresources.unesco.org/library/documents/report-status-young-peoples-access-sexuality-education-andadolescent>

### 3.0. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT)

Through consultations with stakeholders, the Strengths, Weaknesses, Opportunities and Threats of JOMAS were identified as illustrated below:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Working Space</li> <li>Technical Team</li> <li>Board of Directors</li> <li>Highly qualified, experienced and devoted professionals and board members and staff.</li> <li>Adaptability to cope up and meet the requirements of diverse socio-cultural environment of Uganda.</li> <li>Overwhelming support from local people.</li> <li>Acceptance as representative of common people of the area.</li> <li>Extensive network to undertake initiatives at grassroots.</li> <li>Availability of state-of-the-art modern equipment and tools.</li> <li>Strong partnerships for undertaking innovative initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>No funds</li> <li>Policy and systems under development</li> <li>Staffing Gap</li> <li>Limited ability to deliver interventions like economic empowerment.</li> <li>Partnership and Membership: Members may not be managed effectively and thus adversely affect delivery of quality programmes.</li> <li>Managing large grants: although these bring opportunities for greater outreach and impact, large grants also increase the level of exposure and vulnerability.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Committed Allies</li> <li>Local Funders</li> <li>International Spaces (Online Channels)</li> <li>Many Existing Donors/Development Partners Interested in Funding SRHR/Bodily Autonomy Work</li> </ul>	<ul style="list-style-type: none"> <li>NGO restricted government policies (NGO Act 2016)</li> <li>Opposition forces against SRHR/FP</li> <li>Shrinking civic space</li> <li>Competition for limited resources</li> <li>Non-implementation of SRHR policies, strategies and laws as they get outdated</li> </ul>

### 4.0. STAKEHOLDER ANALYSIS

In the delivery of this strategy, JOMAS will work with a number of stakeholders, at school, community, sub-national, national, regional/continental and global levels. Each stakeholder has a mandate within which lie opportunities and linkages that shall be leveraged for the engagement of both young men and boys and young women and girls at their respective levels and within their circles of influence. These stakeholders will include:

High Influence/Low Interest	High Influence/High Interest
<ul style="list-style-type: none"> <li>Ministry of Gender, Labour and Social Development</li> <li>Religious Leaders</li> <li>Cultural Leaders</li> <li>CMI</li> <li>Local Councilors</li> <li>Young Men and Boys, Young women and girls</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of health (RHD Division)</li> <li>District Health Officers</li> <li>District Education Officers</li> <li>Police (SGBV Desk)</li> </ul>

- Academic Institutions of High Learning

<i>Low Influence/Low Interest</i>	<i>Low Influence/High Interest</i>
<ul style="list-style-type: none"> <li>• Private Sector</li> <li>• Media</li> <li>• Universities/Schools</li> <li>• Women Movements</li> </ul>	<ul style="list-style-type: none"> <li>• NGOs: MenEngage Network and SRHR Alliance</li> <li>• CBOs: Male Action Teams.</li> <li>• Women and Girls Groups</li> </ul>

## 5.0. RISK ANALYSIS: STEEP TOOL

Through consultations with stakeholders, the Social, Technological, Economical, Environmental and Political Risks of JOMAS were identified as illustrated below:

<i>Category</i>	<i>Risk</i>	<i>Mitigation Plan</i>
<b>S=</b> <i>Social</i>	<ul style="list-style-type: none"> <li>• Traditional leaders' resistance to change due to enshrined cultural beliefs; elders may be reluctant to include adolescent in decision making because of culture.</li> <li>• Opportunities not available for girls advancing further to higher education.</li> <li>• Partners schools not delivering projects accordingly due to limited capacity.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with traditional leaders and other community leaders to raise awareness on the importance of involving children and decision making and as agents of change.</li> <li>• Educating parents on child rights.</li> <li>• Engaging religious leaders on the benefits of implementing the National Sexuality Education Framework</li> </ul>
<b>T=</b> <i>Technological</i>	<ul style="list-style-type: none"> <li>• New technologies that may hinder resource mobilization for the JOMAS</li> </ul>	<ul style="list-style-type: none"> <li>• Set up an ICT Unit that will guide on new technologies</li> </ul>
<b>E=</b> <i>Economical</i>	<ul style="list-style-type: none"> <li>• Insufficient resources allocated to promote the girls education.</li> <li>• Parents' financial support on activities other than supporting girls education.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage communities to educate them on the importance of girls' child education</li> </ul>
<b>E=</b> <i>Environmental</i>	<ul style="list-style-type: none"> <li>• Disasters and outbreaks</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Office of the Prime Minister especially the Disaster Preparedness Department for full updates on any outbreaks and disasters</li> </ul>
<b>P=</b> <i>Political</i>	<ul style="list-style-type: none"> <li>• Policies guaranteeing girls' rights not implemented such as the Sexuality Education Framework.</li> <li>• Political disobedience and civil unrest due to national elections.</li> <li>• New restrictive NGO laws anticipated</li> </ul>	<ul style="list-style-type: none"> <li>• Involve key stakeholders and government officials as champions of programs.</li> <li>• NGOs and Government conduct joint national planning, monitoring and review activities.</li> <li>• Increased awareness of girls' rights and the laws that protect and promote the rights of the adolescent girls.</li> <li>• Screening of potential partners.</li> <li>• Political risks that may impact JOMAS and the SRHR sector will be regularly identified, assessed and managed as</li> </ul>

## **6.0. THE STRATEGIC ROAD 2022 - 2026**

### **PROGRAM1: Joint Talk Program (JOTA)**

**SO 1.1: To contribute towards positive policy change that will ensure equal access to SRHR services.**

#### **Strategic Actions**

- 2.1. We will engage Parliament to demand for amendments of laws/policies that hinder access to SRHR information and services among Young People.
- 2.2. We will educate Young People on their rights and existing policies
- 2.3. Meeting with the Ministry of Education and Sports to finalize the development of a roadmap for dissemination of the NSEF to key stakeholders.
- 2.4. We will work with the Ministry of Education and Sports to organize a dialogue with national level and district-based religious and cultural leaders to discuss the contentious issues in the NSEF with the aim of obtaining consensus ahead of the implementation of the framework.
- 2.5. We will organize an annual national-level intergenerational dialogue between religious leaders and AYP to exchange views on AYSRH linked with existing policy frameworks.
- 2.6. We will work with the Ministry of Gender to create awareness/disseminate parenting guidelines through public media approaches.
- 2.7. We will work with the Ministry of Education and Sports, Health and Gender to disseminate the revised guidelines for the prevention and management of teenage pregnancy in schools to at least one category of stakeholders within the 6 months of the proposed project.
- 2.8. We will organize a lobby meeting with the Minister for East Africa Affairs, Hon. Rebecca Kadaga to brief and update her on the East Africa Community SRH Bill and the ESA Commitment aimed at soliciting her leadership and championship.
- 2.9. We will create awareness about the ESA commitment and mobilize like-minded CSOs for collective advocacy on the same.
- 2.10. We will organize advocacy engagements aimed at popularizing the EAC SRH Bill and tasking stakeholders especially policy-makers to endorse the Bill.



**SO 1.2: To foster a culture of inclusivity through embracing different sexual orientations and identities.**

### **Strategic Actions**

- 1.2. We will form Male Youth SRHR Action Groups to provide SRHR information to YP
- 1.3. We will organize intergenerational linkages/dialogues between YP and older people.
- 1.4. We will educate parents in the promotion of the implementation of SRHR programs for YP.
- 1.5. We will design packages and sessions for SRHR targeting the youth living with disabilities
- 1.6. We will train YP as Peer Educators and advocates for their integration into MOH Peer Education Training Program.

**SO 1.3: To hold the government accountable on investment in health through research and campaigns.**

### **Strategic Actions**

- 4.1. We will advocate for SRHR Progress Policies/Laws
- 4.2. We will hold Young People SRHR Community Parliament
- 4.3. We will advocate for setting up healing centers by the government for survivors of SGBV
- 4.4. We will engage various government ministries like Ministry of Education to come up with packages that can be included in the curriculum of YP and it should be about SRHR.

## **PROGRAM 2: Primary Education on Sexuality (PES Program)**

**SO 2.1: To increase access to comprehensive, youth friendly, gender sensitive sexuality education among Young People in both community and Tertiary Institutions.**

### **Strategic Actions**

- 2.1.1. We will facilitate access to age-appropriate, comprehensive and scientifically accurate information and education about relationships and SRHR
- 2.1.2. Life skill, sexuality education workshops for adolescent and young people
- 2.1.3. We will organize professional counseling and treatment for Young People with SGBV
- 2.1.4. We will organize counseling skills among service personnel and provide them with any necessary support and support and supervision

2.1.5. We will orient HealthWorkers and Non-HealthWorkers on the SRHR Needs of Young People

2.1.6. Organize Teacher Training sessions on Comprehensive Sexuality Education

### **PROGRAM 3: Women Arise Program (WAR PROGRAM)**

**SO 3.1: To promote women and girls' economic, social and political empowerment through organizing and engaging.**

#### **Strategic Actions**

3.1.1. We will identify GBV survivors and GBV champions as rights protection champions and train them on GBV prevention, protection and promotion response mechanisms.

3.1.2. We will train women and girl child GBV champions and survivors in communities and schools on the art of community mobilization, leadership, and advocacy for women's rights to amplify the voices.

3.1.3. We will train women and girl GBV champions on the laws and policy frameworks that protect women's rights, GBV referral mechanisms and pathway response services.

3.1.4. We will conduct micro enterprise trainings for AGYW GBV Survivors in income generating business development

3.1.5. We will establish GBV survivors' Village Loans and Saving Associations (VLSA)

3.1.6. We will conduct quarterly livelihood and entrepreneurship Enhancement for VSLA Group meetings to mitigate GBV for psychosocial support and economic empowerment for women and girls.

3.1.7. We will also provide start up kits to 30 GBV survivors' VSLA groups, identify

3.1.8. We will train community paralegals to document GBV cases but also support GBV survivors to access relevant services.

3.1.9. We will empower young people through vocational skills<sup>3</sup> development for young people including those with disability

3.1.10. We will provide young people (including YP with disabilities) with start-up kits/vocational tools (Sewing machines, Cookery tools, Bakery tools).

3.1.11. We will conduct financial Literacy Sessions (business management, use of the tools).

3.1.12. We will organize Mental health Counselling sessions for Young People

## PROGRAM 4: Youth Informed Voices (YIV PROGRAM)

### **SO 4.1: To use multi-media platforms to create awareness of SRHR to Young People.**

#### **Strategic Actions**

- 4.1.1. We will visit and work with various TV and Radio Stations for partnerships
- 4.1.2. We will disseminate SRHR Information through JOMAS website
- 4.1.3. We will use JOMAS Social Media platforms such as Twitter and Facebook Spaces to reach out to young people with SRHR information
- 4.1.4. We will carry out physical sessions on SRHR among the youth in various parts of the country
- 4.1.5. We will provide data to the youth to enable them to participate in online SRHR sessions
- 4.1.6. We will carry out SRHR outreaches in universities, colleges, and schools among others
- 4.1.7. We will organize SRHR Conferences targeting young people including YP with disabilities

### **SO 4.2: To create a strong network of SRHR advocates through the Alliance SRHR cluster.**

#### **Strategic Actions**

- 4.2.1. We will conduct Organizational Capacity Assessment (OCA)
- 4.2.2. We will develop Organizational Capacity Building Plan
- 4.2.3. We will recruit skilled human resource
- 4.2.4. We will establish and facilitate a functional Board and Senior Management Team
- 4.2.5. We will build strong institutional systems and policies
- 4.2.6. We will review our strategic plan and other strategic documents/plans
- 4.2.7. We will develop a resource mobilization strategy and fundraising plan
- 4.2.8. We will develop a Financial Sustainability and forecast plan

## PROGRAM 5: Gender and Climate and Environment

**SO 5: To create an enabling environment for marginalized YP in rural setting to create local climate solutions for local climate challenges through the Local Climate Action/ Demonstration Hubs.**

### Strategic Actions

- 5.1.1. Consultation meetings with YP on their experiences with the environment and their indigenous knowledge for inclusion in the feminist Action for Climate Justice.
- 5.1.2. Train YP in eco-projects (energy saving cooking stoves) and the biogas home kits.
- 5.1.3. Map Youth-led environment and climate change organizations in Uganda.
- 5.1.4. Curriculum based green-entrepreneurship training with YP to come up with local green solutions turning them into business opportunities.
- 5.1.5. Train girl climate change corps fellowship with emerging leaders on climate justice.
- 5.1.6. Activism training workshops for YP on climate and environment.
- 5.1.7. Fossil Free Awareness workshops in Institutions and Communities.
- 5.1.8. Rise Up for climate change Workshops and Trainings for YP.
- 5.1.9. Media & Art for Climate Awareness Contest for YP
- 5.1.10. Climate change leadership training for YP

## 7.0. STRATEGIC APPROACHES

JOMAS' strategic approach to achieving SRHR is guided by our Impact Model. The Impact Model is a holistic, four-pronged approach that gives us flexibility to adjust objectives and tactics as needed in the fast-paced and changing world of public discourse and policy change.

### *7.1. Community/Social mobilization*

In implementing its program/projects as a first step undertakes community mobilization so that to raise awareness in community on health and hygiene, importance of education in modern day affairs, gender related issues, socio-economic development and environmental protection. For this purpose JOMAS management shall hold meetings with the community members, conducts training/capacity building sessions and also launched campaigns.

## *7.2. Lobby and Advocacy*

JOMAS is an outspoken advocate for the development and implementation of policies that affect SRHR and the lives of young people, women and girls. Our advocacy work focuses on both policies and programs. JOMAS influences formulation and review of new and existing policies in Uganda to ensure YSRHR is an integral part of the policy environment across all sectors.

## *7.3. Partnership building, Networking and Collaboration*

We bring them together, the people who can, should, and do change the course of young people's health and rights. We know that the more we work together, the more quickly we can break down barriers and achieve change. We expand partnerships, collaborate and network with other agencies on YSRHR engagement, which is a fairly new concept. The ideal is to have all actors incorporate YSRHR engagement in their work and thus the building of stronger and more inclusive movements for SRHR.

## *7.4. Capacity Building and Awareness Creation*

We ensure the membership and likeminded agencies/partners appreciate and are able to incorporate YSRHR engagement into their institutional programming. We influence attitudes and knowledge on YSRHR engagement, which is a new aspect in the work of partners and other actors.

## *7.5. Research, Policy Analysis and Documentation*

We generate evidence and enhance learning and sharing of information and lessons learnt on Youth Sexual Reproductive Health and Rights engagement and related programming and other aspects. With the facts in hand, we can effectively hold the government of Uganda accountable to its national commitments and for the impacts its actions and funding have on SRHR. We make these facts available to the young people, so they can take the power in their hands to effect change.

## *7.6. Strategic Communications*

We won't stay quiet. We share stories of the impact of Uganda's policies and advance our messages, loudly and proudly. Communications is critical to spread the message that SRHR are essential to empowering young people including girls and young women.

## *7.7. Free Legal Aid and Education*

JOMAS shall provide free legal aid and education through its established firm of senior to vulnerable and marginalized victims of society particularly to young girls and boys.

## *7.8. Girl and women Empowerment:*

JOMAS ensures that adolescent girls and young women take a leading role in democratic norms and culture in the operational area. It also focuses on enhancing girls' right through empowerment and capacity building. JOMAS handles sexual gender related violence amongst young girls



## 8.0. MONITORING AND EVALUATION

JOMAS has several planning, monitoring and implementation processes through which the implementation of this strategic plan will be monitored. The strategy implementation framework included in this strategy will form the basis for monitoring and evaluation. Appropriate monitoring tools will be developed to facilitate the process. The main stages at which monitoring will be done are described here under:

### *8.1. Strategic Actions*

JOMAS will develop a Monitoring, Evaluation, Reporting and Learning (MERL) Strategy aimed at 1) tracking progress against work plans. 2) Generating learning and sharing lessons learnt with others. 3) Providing the JOMAS with the opportunity for the team to adapt the project during its implementation. 4) Influencing or leveraging additional resources to support future programming. 5) Communicating to the wider public. 6) Producing information for donor reporting and accountability purposes.

### *8.2. Annual joint planning*

JOMAS will monitor progress during the annual planning forums attended by all the staff, board members and partners based on specific progress indicators.

### *8.3. Quarterly meetings*

JOMAS will review performance against the strategic plan parameters during the quarterly meetings.

### *8.4. Technical committee meetings*

During these meetings the JOMAS technical teams will review performance of their respective areas of responsibilities.

### *8.5. A mid-term review*

JOMAS-U will organize and conduct a mid-term review of this strategy in 2024 aimed at reviewing the progress and accomplishments against the planned results. The review will also look at challenges and lessons learnt. Appropriate changes will be made to meet the aspirations of this strategic plan.

### *8.6. End of term evaluation*

JOMAS-U will conduct an end of term evaluation in 2026 to review its overall performance against the strategic plan objectives, strategies and results

### *8.7. Tracking progress*

This will be done through Baseline and End line surveys, having in-depth interviews with knowledgeable and experienced individuals on areas of programme focus. Focus groups Discussions concentrating on selected issues/topics, Site Observations to provide opportunities for witnessing results and developments first-hand. Participants for these exercises will mostly be key stakeholders (intended beneficiaries), partners in delivery, local populations and local and national governments.

### *8.8. Tracking unintended/additional effects*

This will entail examining programmes/projects, beneficiaries and develop historic perspective and familiarization with viewpoints, issues and development. The source for this information will be mostly programme/project materials, contracts/ contribution agreements, on-going monitoring reports, correspondence, annual reports, evaluations and operational reviews. Case studies, event/activity reports and beneficiary quotes will also be used.

### *8.9. Sharing findings*

This will be done internally within JOMAS and externally with implementing partners, bi-annual and annual practice sharing meetings will be held. The findings will be used to match priorities for the following year.

## **9.0. SUSTAINABILITY PLAN**

### *9.1. JOMAS Sustainability Plan*

The goal of JOMAS's sustainability strategy is for it to mature as a local organization with an attachment to an international organization with technical, managerial and financial capacity for continuity, with significant support from its members and local community leading to minimal dependence on external support. The objectives will be to: develop organizational stability; create client demand and expanding client base; and achieve greater control over resources.

### *9.2. Institutional Sustainability*

JOMAS will focus on keeping within a well articulate clear mission, developing strong innovative leadership, recruiting qualified and committed staff and rewarding excellent performance, strengthening management systems at all levels, and remain responsive to changing client needs and environment.

### *9.3. Program Sustainability*

This will remain relevant to its clients by continuously understanding client needs and how to meet them, providing high quality services, implement knowledge management activities to support application of evidence-based management, and marketing JOMAS programs effectively.

### *9.4. Financial Sustainability*

This will entail diversification of funding sources, instituting cost containment measures as well as strengthening allocative efficiency while increasing local contribution to JOMAS investment/programs. In addition JOMAS will also invest in donor confidence; follow the finance management and accountability principles and policies.

## SUMMARY OF OUR PROGRAMS



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