



UGANDA YOUTH NETWORK



STRATEGIC PLAN TOWARDS BUILDING A STRONGER YOUTH MOVEMENT 2018-2028



“

The huge and growing youth population provides a compelling case to create enough space to empower young people to lead now.

The proposed direction of this strategic plan to empower the young people to create a national youth movement that upholds the pillars of accountable governance, rule of law and socio economic development is a step in the right direction.

*Francis Gimara
Founder - Uganda Youth Network*

”

Developing this Strategy.

This strategic plan is informed by three key processes: (i) a participatory envisioning process that involved member organizations (which are national and local level youth led and youth focused organizations that subscribe to UYONET), the board and members of staff, and (ii) a review of the previous UYONET strategic plan (iii) interaction with various stakeholders especially youth.

The envisioning and reflection process offered UYONET members, the board and staff to take the time to reflect on UYONET's journey so far, identify key lessons and collectively determine the direction that the network should take in the next ten (10) years. It was agreed that this strategic plan should focus on ensuring that UYONET works towards enabling the youth in Uganda to take charge of their destiny, and build a strong cohesive national youth movement with the capability to actively foster renewed socio-economic and democratic transformation in Uganda.

UYONET expects that the above interventions will contribute to building a strong youth movement with the capability, initiative and drive for national socio-economic and democratic transformation.



A NEW GENERATION HAS EMERGED!!

*"You are already leaders, your ideas,
your actions and your decisions make
a difference." Ban Ki Moon.*

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LIST OF ACRONYMS

AGM	Annual General Meeting
BOD	Board of Directors
CAO	Chief Administrative Officer
CBA	Community Based Associations
CBO	Community Based Organizations
CDD	Community Demand-Driven Development
CDIs	Community Driven Initiatives
CRCM	Community Reconciliation and Conflict Management
CSOs	Civil Society Organizations
DGF	Democratic Governance Facility
FGD	Focus Group Discussion
GOU	Government of Uganda
IEC	Information Education and Communication
IGA	Income Generating Activities
KII	Key Informant Interview
LG	Local Government
MDGs	Millennium Development Goals
MoGLSD	Ministry of Gender Labour and Social Development
MP	Member of Parliament
NDP	National Development Plan
NGOs	Non-Government Organizations
NRM	National Resistance Movement
NYC	National Youth Council
OPM	Office of the Prime Minister
PRDP	Peace Recovery and Development Plan
PMA	Plan for Modernization of Agriculture
SDGs	Sustainable Development Goals
TGS	Traditional Governance System
UBOS	Uganda Bureau of Statistics
UN	United Nations
UNCSD	United Nations Convention on Sustainable Development
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UPE	Universal Primary Education
USAID	United States Agency for International Development
USE	Universal Secondary Education
UYONET	Uganda Youth Network
VGS	Vulnerable Group Support
VSLA	Village Savings and Loan Associations
YAB	Youth Analysis Board
YLP	Youth Livelihood Programme
YOP	Youth Opportunities Programme



FOREWORD BY CHAIRMAN BOARD OF DIRECTORS



Dear Youth of Uganda,

The Uganda Youth Network (UYONET) was formed in 2003 and for the last fourteen years have been a journey of growth, and particularly over the last five (5) years, UYONET has not only grown in leaps and bounds, but also attained immense successes: The network has among others influenced the youth policy involvement, run a leadership academy, monitored elections in a bid to make sure that young people take part in governance processes.

The founders of this network established a firm foundation and have since taken on significant

responsibilities and roles in Uganda.

Our initial dream for UYONET was to establish a viable youth network that would spearhead programming and advocacy for issues affecting the youth in Uganda. The network has been established, we have a sound institutional framework and have been actively engaged in designing and implementing programs for youth empowerment, as well as advocacy.

The world is getting more youthful by the day requiring youth responsive states and institutions. At 1.8 billion, adolescents and young people (aged 10-24) are more than at any other time in history, by 2050 this figure is set to reach 5 billion. Approximately 9 out of 10 people between the ages of 10 and 24 live in less developed countries, with young people in upwards of 80% of their populations. With about 78% below 30 years, Uganda has a youth demographic block that cannot be ignored. This is where UYONET comes in!

In this strategic plan, we are taking our dream a notch higher, and would like to strengthen the national youth movement, ensure that it upholds principles of accountable governance, and contributes towards the socio-economic development of youth of this country.

We look forward to a brighter future, and call upon all our members, supporters, friends, wellwishers, and the entire youth fraternity of Uganda to join us in this noble endeavour.

FOR GOD AND MY COUNTRY

A handwritten signature in black ink, appearing to read 'Matovu J. Issa', written over a stylized star graphic.

Matovu J. Issa
BOARD CHAIRPERSON, UYONET

EDITORIAL BY THE EXECUTIVE DIRECTOR



Uganda Youth Network is proud to present its Strategic Plan 2018 - 2028 that will guide work between January 2018 to December 2028.

Over the next ten years, global development discourse will be guided by the United Nations Sustainable Development Goals (SDGs) which places people especially women and youth at the center of the development and implementation of policy decisions. This matches perfectly with the timing of this strategy which directly responds to ten of the seventeen SDGs.

The Uganda Youth Network implemented a 5 year strategy 2013-2017 which was periodically reviewed

and showed good success in governance advocacy, youth leadership development, influencing both national and East African youth policy development, becoming the natural reference point for national youth agenda in Uganda.

In August 2016, we started an envisioning process which agreed to a ten year strategic plan and a focus on building a strong youth movement. The process approved a vision to be: a friendly, peaceful and prosperous society, led by an accountable governance system and a mission to: build, empower and sustain a vibrant youth movement that fosters sustainable economic development and uphold pillars of accountable governance.

This plan is grounded in an ideological agenda of equity and accountability at all times. This plan will deepen legitimacy and relevance of UYONET as well as widen the constituency, and impact of the mission of building a strong youth movement.

To achieve its goals, UYONET will mobilize and develop stronger partnerships with all actors and provide necessary capacity support to youth organizations to enable them to more effectively and efficiently deliver programmes.

TOGETHER WE CAN.

Ruth Asiimwe Kabugo
EXECUTIVE DIRECTOR



EXECUTIVE SUMMARY

Uganda Youth Network (UYONET) is a leading national umbrella organization for youth in Uganda whose membership is comprised of 31 youth focused organization and 158 youth member organizations. UYONET was founded in 2003 as a collective platform for research, training and policy advocacy for young people by young people. UYONET was: “to build, empower and sustain a vibrant youth network through advocacy, coordination and capacity building.” UYONET has made significant progress in attaining this mission and is currently at the apex of youth programming in Uganda, specifically in the areas of; policy advocacy, leadership development, youth participation in electoral democracy, strengthening coordination and joint efforts among youth associations.

78.6% of Uganda’s population is below the age of 30, with 21.3% being youth below 18-30. 50% of these are below the age of 15, making the country one of the youngest in the world. These young people have the intellect, energy, vibrancy, and passion that is critical to drive political and socio-economic transformation, and yet this resource has not been effectively harnessed. Uganda has youth friendly policies and programs that aim to promote youth participation in productive economic activities, the political arena and community development. However, the impacts of these policies and programs is limited, largely because of weak implementation mechanisms.

Youth unemployment and youth apathy remains a major challenge for transformation in Uganda to date. The challenge is further exacerbated by disempowering propaganda that has reduced Ugandan youth to spectators who have a begging mentality; “*Tusaba gavumenti e tuyambe*,” loosely translated as “*we beg the government to help us*,” as a common invocation. This mentality undermines the resolve of young people in Uganda to make the most of their personal and collective potential.

A review of the 2013-2017 UYONET strategic plan found that the network attained key successes in its interventions in advocacy for good governance, youth leadership development and influencing the development of youth related policies at national and regional (East Africa) level.

In addition, UYONET is now the natural reference point for the national youth agenda in Uganda. As part of developing this new strategic plan, UYONET launched an envisioning process in August 2016 that concluded with an agreed vision of a youth friendly, peaceful and prosperous society, guided by an accountable governance system. This strategic plan was approved by the UYONET AGM in 2017, and is grounded in the ideological agenda of equity and accountability at all times. It is expected that this strategic plan will deepen legitimacy, relevance, membership and impact of UYONET’s work.

The strategic objectives in this plan are as follows:

1. To strengthen the organizational capacity of youth formations for upholding accountable governance and foster socio-economic development in Uganda.
2. To facilitate youth economic empowerment for sustainable development in Uganda
3. To strengthen youth participation and influence in governance processes and decisions at local, national and international levels
4. To enhance the performance of the youth movement through knowledge generation, learning and sharing

UYONET will be working towards creating opportunities for youth in Uganda to work together; facilitating mindset change amongst young people, policy makers and other duty bearers; supporting better mobilisation and organisation of youth formations at various levels; supporting youth economic empowerment for sustainable development; promoting civic consciousness amongst young people and facilitating their active participation through representative advocacy and electoral democracy.

UYONET expects that the above interventions will contribute to building a strong youth movement with the capability, initiative and drive for national socio-economic and democratic transformation.

This ten-year strategic plan will be reviewed every three years in a learning-as-you-go approach with a strategic focus of achieving the ultimate mission.

SECTION 2.

ACHIEVEMENTS, EXPERIENCES AND LEARNING 2013-2017

Uganda Youth Network (UYONET) is a leading national youth organization that works to mainstream young peoples' engagement in development and governance processes in Uganda and East Africa. UYONET was started in 2003 to respond to the increasing demand for a collective platform for research, training and policy advocacy for young people by young people.

Uganda Youth Network implemented a strategy 2013-2017 whose overall goal was to increase youth participation in governance and development processes and advocate for youth-friendly policies. To realize this goal, UYONET focused on five key programme components; 1) policy advocacy; 2) encouraging more constructive youth participation; 3) empowering current youth leaders; 4) Improved coordination, communication, and joint efforts among youth associations and 5) strengthening its internal capacity.

The secretariat focused on programming while expanding the implementation role to its members, local and international partners. It consulted widely with a range of programme partners and beneficiaries at the national and community level, including youth organizations, government officials, community youth leaders, and other relevant stakeholders.

UYONET registered key achievements not limited to:

- i. Established herself as the leading national youth network in Uganda, while providing critical reference point for both State and non-State institutions that work on youth related policy and development programmes; in addition to an important role in influencing the content and enactment of the Uganda National Youth Policy and the East African Youth Policy.
- ii. Established and run a successful youth leadership academy that has contributed to inspiring more youth to contest for political and leadership positions.
- iii. Built her reputation as a credible and accountable organization that has significant convening power, which is critical to the development of a strong youth movement.
- iv. UYONET strength lies in its wide network of members and over the years, UYONET has built and sustained partnerships with a cross section of state and non-state actors.

- v. UYONET has played a strategic role in leadership development for youth, youth leaders in politics, civil society and youth in the informal sector.
- vi. Innovative Quality Programming: UYONET implements innovative programs that are responsive to youth issues and are flexible to adopt its programming to fit the context.
- vii. UYONET over the last 14 years emerged as a strong umbrella that can effectively mobilize young people and rally for a youth cause in Uganda.
- viii. UYONET has worked to support youth empowerment through creating platforms and infrastructure with which youth can debate critical issues, build their capacity, carry out lobbying and advocacy, and generate policy change.

UYONET, evaluated its strategic plan 2013-2017 and the review report made the following key recommendations that have informed this strategic plan:

- i. UYONET to expand and diversify its membership, networks and partnerships by reaching out to youth in the informal sector, private sector, as well as exploring areas of collaboration and/or engagement with national and International NGOs, the private sector, academic institutions, youth informal formations, district local government and the central government.
- ii. UYONET to prioritize addressing youth unemployment because it was considered a priority by youth and key respondents during the review.
- iii. UYONET to support and/or work to strengthen other youth formations in different parts of the country, and at national level, work with the National Youth Council more closely.

From the experience 2013-2017, UYONET shall be working towards building on our track record and achieving our vision. To achieve our vision, all our programmes will have to be far more ambitious about the scale of change we seek to achieve. This will mean different ways of working. We realise that we have to do things differently to achieve our aims. While we are cautious given the fairly volatile environment in which we work, we are also excited about the prospects for change.

SECTION 3.

The Context:

The operating environment for youth

Youth is a socially constructed intermediary phase that stands between child hood and adulthood. It is best understood as a period of transition from the dependence of childhood to adulthood's independence and awareness of our interdependence as members of a community. UYONET takes on the Uganda national youth policy definition of youth as those aged between 15-30 years. Today, we have the most number of the youth in the world history, with over half of the world's population being under 35 years . Nine out of ten youth live in developing countries . By 2050, 1 out of every 3 young people will be African . In Uganda, we have the youngest population in the world, with 78.6% being under 30 years.

A robust legislative framework provides for interventions internationally, regionally and nationally to ensure recognition and involvement of young people.

At continental level, the African Youth Charter (2006) specifically provides Governments, Youth, Civil Society and International Partners with a continental frame work, that underlines the rights, duties and freedoms of youth. It further emphasizes constructive involvement of Youth in the development agenda of Africa.

At national level, the general social and economic objectives laid out under the National Objectives and Directive Principles of State Policy of the 1995 Constitution of Uganda clearly state that - the State shall endeavor to fulfill the fundamental rights of ALL Ugandans to social justice and economic development.

In line with the principle of equality and non-discrimination guaranteed to all persons Article 32 of Uganda's 1995 Constitution of Uganda provides that the state shall take affirmative action in favour of groups marginalized on the basis of age and

any other reason created for purposes of redressing imbalances which exist against them. In this regard, Article 78 (1) (c) of the Constitution also provides for affirmative policy for representation of all the marginalized groups including the youth in Parliament. This has ensured the representation of the youth in the national assembly by five MPs while at the district local councils; there are 2 youth councilors one of whom has to be female.

The National Youth Council Act further establishes a National Youth Council (NYC) as an autonomous body to organize youth into a unified body to participate in the national development process. Furthermore, the Equal Opportunities Commission Act, 2007 establishes a Commission to monitor and ensure that policies, laws, programmes, practices and traditions of government institutions, civil society organisations and the private sector comply with "equal opportunities and affirmative action in favour of groups marginalized on the basis of race, color, ethnicity, creed, social or economic status, political opinion, disability, gender, age or any other reason created by history, tradition or custom".

The National Youth Policy 2016 provides guidance on the implementation of youth empowerment programmes with a theme as unlocking youth potential for sustainable wealth creation and development in the country. It centres on youth empowerment through education, training and capacity building. The National Youth Policy 2016 and Action Plan has a strategic focus on sustainable livelihoods, education, youth participation and governance and access to resources.

The National Agricultural Policy, 2013 recognises youth as an opportunity for the country's labour intensive agriculture sector. It targets to engage women, men, youth, and vulnerable populations in agricultural



programs and ensuring optimal utilization of agricultural services.

The Uganda Vision 2040 and the National Development Plan (2010/11-2014/15) enjoin the government of Uganda to prioritize the economic empowerment of the youth in order for them to meaningfully contribute to Uganda's development. Uganda Vision 2040 particularly emphasizes skilling of the youth and adequate remuneration of strategic human resource especially in the field of Science, Technology, Engineering and Innovation.

The Social Development Sector Investment Plan (SDIP) II has one of its major aims as promoting employment among marginalized groups (including youth) for social transformation. This plan emphasizes mobilisation of communities to participate in development programmes and demand for services accountability; reduction in inequality and exclusion; creating enabling environment for increased employment opportunities and participation for youth; protection of vulnerable persons (including youth) from deprivation and livelihood risks as well as gender mainstreaming in other sector plans.

The National Employment Policy for Uganda (2011) lists youth employment as a policy priority action area and commits to the development of a National Action Plan for youth employment.

In addition to the above, there is also an institutional framework to plan and implement interventions targeting youth in Uganda. The Ministry of Gender Labour and Social Development is responsible for youth affairs in Uganda. A department for youth affairs was created within the Ministry in 1998 to coordinate youth issues in Uganda. There is a Minister of State responsible for youth Affairs working closely under the overall supervision of the Cabinet Minister.

At the District level, youth issues are managed by the Community Development Officer (CDO). The National Youth Council as the statutory body that mobilizes young people and youth organizations in Uganda to contribute in national policies and programmes. Similarly, the Office of the President and the Ministry of Education and Sports have a dedicated focal point person for youth issues.

Within youth civil society, programming is guided by the National Youth Manifesto (NYM) 2016 - 2021. This manifesto focuses on the need for government to create the conditions that enable the young Ugandans to flourish so as to contribute to the development of the country. The manifesto is tracked by the technical manifesto that offers a clear framework of targets and outcome indicators for the NYM. The NYM has five core areas which are Decent employment, Education, Health, Youth participation and Sports and Creative Art.

The Challenges in the youth sector

- African countries have for long struggled with poverty, political conflict, wars and famine and have not delivered inclusive growth, especially for the youth.
 - The emergence of China as the major business partner investing in infrastructure and power projects across the continent, is creating new fronts of the scramble for Africa's vast natural resources. This means that the future of Africa's youth is increasingly decided in boardroom meetings without any youth representation.
 - Despite the fact that Uganda has one of the best governance systems that provide a legal mandate for the youth participation in governance processes from national to village level, the existing structures have not translated into a government that is more responsive to youth needs and demands due to lack of clear and well-coordinated social accountability mechanism.
 - The National Youth Council, is largely under-resourced, undermining its ability to lead substantial advocacy initiatives to actualise this policy. Although the youth are allowed representation at all levels by the Ugandan Constitution and other instruments, these representations have not produced functional youth friendly legislation, regulations and institutions to date.
 - Although the Government launched initiatives such as the Youth Venture Capital Fund, the Graduate Venture Capital Fund, Youth Livelihood Programme, there is still a long way to go in addressing youth unemployment and poverty in the country. In addition, despite government's efforts at creating employment through promoting industrialization and gainful agriculture through Operation Wealth Creation, the country is still struggling with a high unemployment rate.
 - Youth unemployment at 65%, increases household level dependency burden, overwhelming demand on social service facilities, growth in militancy, impatience and risk-taking, such as involving in corrupt practices.
 - Uganda's most pressing challenge to youth participation in governance and development processes is un-employment at 65% (11.8 million) and underemployment, triggered partly by a rapid annual population growth at 3.2%, economic liberalization not well managed and about 95 percent of the youth in the informal sector where jobs are insecure and low paying. Statistics from the Uganda Investment Authority and the Uganda Bureau of statistics indicate that every year the Ugandan education system produces about 400,000 graduates who compete for about 90,000 jobs.
- To mitigate these challenges, young people must be equipped to actively participate and add value to a future of good governance, sustainable peace and development. In addition, strengthening the ability of existing youth organizations like UYONET, empowering other youth formations, and nurturing collaborative partnerships into a strong youth movement for a common cause is a prerequisite to success.
- In the strategy, UYONET will be working with other actors to address these challenges.

→ SECTION 4.

OUR STRATEGIC RESPONSE

From Agenda to Action

UYONET is setting a new agenda which is owned and driven by the youth through: working together, facilitating mindset change, supporting better mobilization and organizations of youth formations, supporting youth economic empowerment for sustainable development; civic consciousness, active participation through representative advocacy and electoral democracy.

This will build a strong youth movement with the capability, initiative and the drive for national socio-economic and democratic transformation. This strategic planning process has largely been informed by voices and perspectives of Ugandan youth and what they think should inform the intervention of UYONET.

Young people everywhere will help realize this vision and contribute to the Agenda for Sustainable Development. Young people will need to be active citizens and raise their voices and change our world. Tens of thousands of young people are already leading successful efforts. We need millions more to be part of this agenda both nationally and beyond.



OUR VISION

A peaceful and prosperous society, led by an accountable Governance system



OUR MISSION

To build, empower and sustain a vibrant youth movement that fosters sustainable economic development and champions accountable governance



OUR IDEOLOGY

We believe in an equitable society that promotes and supports leadership, and adheres to key principles of accountable leadership and governance.

We work for a youth friendly economic development agenda and will hold the Government accountable for investing in high quality service delivery in a peaceful and secure environment.

We shall be innovative in our work with both State and non-State actors while adopting creative and gender balanced society



OUR VALUES:

Accountability: We are accountable to the young people that we represent, while also holding government and other actors to accountable to their obligations. We act consistently with our mission being honest and transparent in what we do and say, and accept responsibility for our collective and individual actions.

Equity: We know that our society is founded on the idea of fairness and equality, encapsulated in the principle of "Ubuntu". Crucially, a society that is fair and equal also helps improve all other public value outcomes.

Learning: We believe in learning that accommodates new experience and results. We know it is important than ever to be flexible and agile, with plenty of resourcefulness and creativity to respond effectively to challenges and take advantage of new opportunities in this fast changing world.

Participation: We value young people's participation and we believe in the importance of active, informed and voluntary involvement of people in decision-making and the life of their communities.

Integrity: We walk the talk; we resolve to build and promote a strong culture of integrity in all that we do so that the today's youth can build a better society for their future.



Key shifts planned in the 2018-2028 Strategy

These are the main changes in our ways of working over the next 10 years:

- All our programmes and projects will be far more ambitious about the scale of change we will achieve.
- We will build on our experience as convener, influencer, thought leader in the youth sector – focused on bringing ideas and others together to bring change at scale.
- We will build wider networks – with media, with faith-based organisations and to seek more synergy

with International NGOs and local civil society to minimise duplication. We will also seek to build partnership with the private sector, academic institutions and the government.

- We will use clear performance indicators so that we are accountable on the change we want to see.
- We will seek greater synergy across our areas of work to ensure a one program approach.
- We will have a tighter thematic focus so we can bring significant change in a smaller number of areas and we will clearly identify where there is thematic synergy for cross-thematic collaboration.
- All our programmes will have the promotion of young girls' rights at the centre.

Our Renewed Commitment to help Young People

Today, we have the largest generation of young people the world has ever known. One third of them live in countries that have suffered a violent conflict, 75 million are unemployed, and political representation is systematically much older, in all regions of the world, than the society it represents. [UN Youth Report 2015]

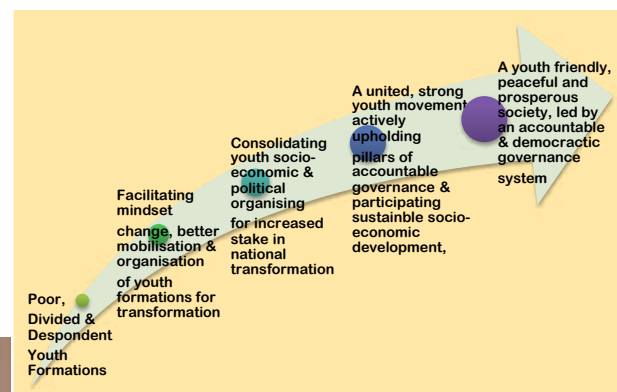
The young generations have made their voices heard loud and clear about the future they want. In the Post-2015 Consultations, they have demanded, more than anything else, education, jobs, honest and responsive governments, and greater and meaningful participation in decision-making. Their views must count. *We commit to respond to their needs.*

Politics needs rejuvenation, balancing the weight of experience with the needs, energy and innovative force of youth. Labour markets must offer young people a decent chance in life. *As youths, we shall be more committed agents of change in development processes.*

Our Theory of change extrapolates that building an effective social movement is a long term process, like a marathon of complementary cumulative action, such as in this ten-year journey. This process while having, phases of growth is not necessarily as linear as it appears. One thing is clear though, any rush to jump to the end will soon force the drivers back to the beginning because each stage is relevant and contributes to the success of the next stage of the journey.



The phases include: present day despondency phase; mobilisation for mindset change phase; strengthening socio-economic organizing to increase their stake; and consolidating organizing for actively participating in socio-economic and democratic transformation; to achieve a society that consistently invest in youth for progressive social change. *We shall work towards ensuring that all this is achieved.*



4.4 STRATEGIC INTERVENTIONS

Strategic Objective 1:

YOUTH FORMATIONS

To strengthen the organizational capacity of youth formations in Uganda for upholding accountable governance and fostering sustainable economic development

The Problem:

- Isolated efforts driven towards a common goal but with limited collaboration.
- Limited training and mentorship for youth led organizations.
- Limited understanding of the inner working of government institutions despite conducting activities driven at influencing government organizations.
- The existence of pseudo youth NGOs only interested in economic gain.
- Disconnect of youth organizations working upcountry and in remote inaccessible regions of the country.

The Solution:

Mobilise

Empower

Collaborate

Strategic Actions:

Youth formations mapping and profiling: Mapping and profiling formal and informal youth formations is the starting point of developing trust relationship and clarifying the nature, type, needs, hopes and aspirations of these naturally existing youth formations, and creating the links that will be useful contact points for the development of the youth movement.

Support to already existing youth formations: Such support will include ideological orientation and sensitization trainings, policy analysis and advocacy campaigns organizing, institutional mentorship and coaching, regular coordination meetings. It includes support in resource mobilization and sustainable financing through social enterprises like youth cooperatives and associations etc.

Strategic Partnerships and Alliances: This new strategic agenda will require a review of the nature and type of partnerships and alliances UYONET engages with over the coming years. To develop reliable partnerships and alliances, UYONET has to demonstrate its potential and value addition in implementing this new agenda. The mission here should be to build alliances that are based on the belief in the ideology, and mission of the UYONET strategic plan rather than one based on funding opportunities per se. The alliances and partnerships will deliberately focus on expanding outreach to youth constituencies in socio-economic, socio-cultural, socio-religious and socio-political formations.

Strategic Objective 2:

ECONOMIC EMPOWERMENT

To facilitate youth economic empowerment for sustainable development in Uganda

The Problem:

- One of the biggest challenges facing the youth is persistent poverty. This weakens their bargaining power and increases the vulnerability of young people to being used by the politically connected and powerful elite. The youth are often enticed with tokenistic monetary gifts and meaningless titles. Investing in supporting youth access to and participation in gainful economic opportunities is key to changing this unfortunate situation.
- Also, Marketing chains are long, non-transparent, inefficient, slow and unresponsive to the needs of producers who are predominantly youth. They are often characterized by low value addition, which translates to low prices, fewer job opportunities and low incomes.
- Other Problems include: Limited access to financing and markets, Limited knowledge on business opportunities and management, high business mortality rates, Underemployments, Mismatch between acquired skills and required skills, Government programmes aren't structured to support young people and Corruption that limits economic.

The Solution:

Equip

Access

Demand

Strategic Actions:

Youth regional advisory services hubs: UYONET shall work with youth formations, the private sector, Government agencies, and development partners, to establish regional youth hubs that will provide career development, employment and immigrations advisory services, and also serve as an innovation and creative hub. These hubs are important foundational tool for building a strong structured linkage between UYONET secretariat and its membership. This will in turn establish relevance, expand the constituency and consolidate the legitimacy of UYONET to become the main reference and support center for youth seeking employment, career development and economic opportunities in Uganda.

Support growth of youth cooperatives: The GoU has supported some youth cooperatives that are involved in savings credits and very creative enterprises such as social art, craft and ICT innovations. By their very nature and principles, cooperatives are private enterprises, democratically member owned, member controlled and member utilized. It therefore provides a good avenue for shareholders to practically learn about democracy. UYONET will therefore collaborate with the GoU and other relevant partners to support the growth of youth cooperatives.

Promoting sustainable utilization of natural resources based enterprises: Recent climate crisis, drought and famine in many parts of Uganda and the growing trends of reduction in rainfall in the country demands that youth become more conscious and do more to deal with future climate crisis. This means the youth must be in the forefront of the green businesses in the country. UYONET will work with leadership of all youth formations, private sector, Government agencies, NGOs, and development partners to promote youth engagement in green businesses.

Youth Agribusinesses: Based on the fact that 85% of Ugandans work in agriculture, yet few youth engage in farming. UYONET ensure agricultural sector's future viability, tackle rural poverty and generate employment opportunities for youth. UYONET will equip the youth with the right tools and support the increase in demand and availability of appropriate agribusiness services to enable improvement of the performance for farmers and enterprises. UYONET will invest in transforming and strengthening agricultural value chain development activities and processes as well as markets and marketing systems in ways that attract the youth would improve their participation in agriculture.

Facilitate access to markets: UYONET will support youth, farmer groups and organizations by building their capabilities to become competitive in the market through promotion of products, provision of market information as well as collective marketing. Youth will learn about production techniques and market-oriented strategies to help them generate a sustainable source of income.

Strategic Objective 3:

LEADERSHIP, POLICY, GOVERNANCE AND RIGHTS

To strengthen youth participation and influence in governance processes and decisions at local and national level.

The Problem:

- The existence of a leadership gap.
- Limited youth participation in decision making.
- Limited influence in decision making covered up by tokenism.
- Limited knowledge of government policies, laws and bills by young people.
- Limited knowledge of citizen rights by young people.
- Limited understanding of how governance affects youth livelihoods.

The Solution:

Educate

Demand

Influence

Strategic Actions:

Youth leadership development: A key ingredient for the attainment of the objectives and results of this strategic plan is strong leaders and leadership amongst the youth, and youth formations. UYONET will create a general of leaders at all levels that will lead development of their communities and country.

Youth at the center of policy and Governance: UYONET will strengthen meaningful youth participation in democratic governance and will seek to streamline youth engagements in civic matters, as well as enable them to appreciate their important role and responsibilities as active agents within governance spaces. Under this objective, UYONET will provide information, encourage participation, influence actions, and increase public outlook on youth issues through public awareness raising and public policy advocacy engagements.

Voice and Accountability: UYONET will take also prioritize actions that consistently hold duty bearers accountable for their obligations and commitments to your empowerment and development. All actions will have participation of youth formations as a critical component. In so doing UYONET will get involved in influencing the design and implementation of such commitments. UYONET will give youth a voice and will convene regular review meetings between youth and various stakeholders at local and national levels to validate progress, trends and future opportunities for youth led enterprises, human rights and governance commitments.

Youth participation in electoral democracy: UYONET in collaboration with the National Youth Council will support the conduct of transparent youth council elections through supporting civic education, review of electoral regulations and procedures for youth candidates who are contesting for the elections. UYONET will also participate in election monitoring of all local and national elections, with a focus on determining and assessing levels, quality, and impact of youth participation.

Rights: UYONET will continue with its work around advocacy for sexual reproductive health rights for young people, while ensuring that young people are making safe sexual reproductive health choices and adopting safe behavior. More so, Youth will be made aware of their the legal principles of the law should govern a nation, in partnership with targeted actors, UYONET will provide an enabling environment for its member organizations and other youth organizations in their network by making them aware of the different operating, policies, procedures and acts. The Rule of Law; Understanding the Uganda Constitution; The Public Order Management Act and The Police Act; and how these affect and relate with the youth

Professionalizing Youth Work: UYONET will work towards professionalizing youth work and establish a Youth Thought Leadership Group at national regional level to regularly assess, discuss and generate areas and themes for youth public policy dialogue, debates, advocacy and strategic youth campaigns actions.

Strategic Objective 4:

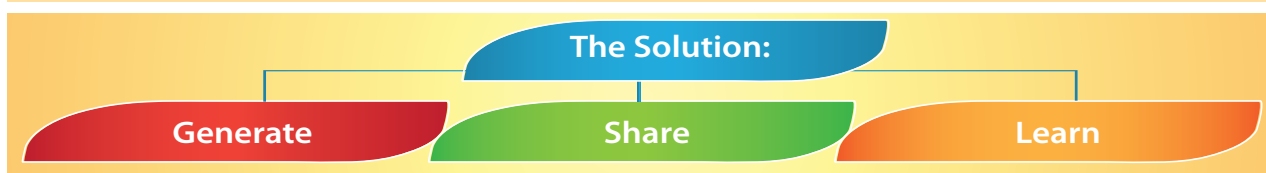
YOUTH LEARNING

To enhance the performance of the youth movement through knowledge generation, learning and sharing

The Problem:

Over the last ten years, very many youth NGOs have been formed and begged the question on legitimacy around representation, mostly supported development partners, and politicians for election purposes, that are short term in nature to address specific need of the time. This means that youth workshops and seminars, including the UYONET annual partner's conferences are usually the same NGO leadership faces really. In effect we end up mostly talking to ourselves and not reaching out to the wider youth constituency. This mars our relevance, undermines our legitimacy, seriously limits the impact of our youth programming. To deal with this challenge UYONET will develop an integrated learning and sharing agenda aimed at building social cohesion, expanding the constituency and updating information based for decision making relevant to the legitimate youth constituency.

One of the challenges facing the youth movement is the lack of cohesion and unity in facing their common problems and making the best of opportunities. This easily breeds dangerous prejudices and hate messaging making the youth become the tools for conflict and destruction of opportunities instead of seeing opportunities in each others cultures, locations and resources.



Strategic Actions:

Youth Focused Strategic Research: Youth will design research tools, ask research questions, collect data, analyze and provide solutions to their own problems.

Youth cross-cultural learning exchanges: UYONET will utilize annual cross-cultural learning exchanges, peace dialogues, and youth festivals to bridge these gaps, and promote interaction and integration between youth from all parts of the country. This will include regional learning, cross border cultural exchange, peace dialogues to promote interaction and integration, social action projects for learning, network of active citizenry. Cross cultural exchanges will include regional pan-African and international learning exchanges. .

Annual Student Congresses: Working student guild leadership in tertiary institutions and student's leadership in high schools UYONET will develop an Annual Students Congresses at which education public policy presentations, thematic youth focused issues workshops are held and leadership mentorship is carried out. Funding will be based on school's sponsorships, member contributions and local private sector sponsors. These congresses are also a very good opportunity for educations specific annual advocacy platform with governments.

Annual Youth Week of Action: UYONET will innovate a powerful, regular annual youth week of action mobilization across the country, youth demonstrate their abilities, innovations, meet to connect, network and demand action on issues that concern them. It is also an important tool for mobilising identity with and building strength of the emerging youth movement.

Information, communications, sharing and learning platform: UYONET will develop an efficient online platform for communications, information sharing, and learning guided by our ideology. This platform will provide real time responsive communication to address the demands for individual youth needs and that of their collective youth formations. This platform will provide space for flexible, dynamic and stimulating debates and networking amongst youth across the country.

SECTION 5.

OUR APPROACHES TO PROGRAMMING

By-Youth, With-Youth, For-Youth: At UYONET from our very inception we were set up and will always maintain a clear “Youth-is-Central” brand in all that we do from the design, through implementation, monitoring, evaluations, learning and reporting of all our programmes. We seek to remain relevant to and address the realities, and aspirations of the youth as the drivers of economic growth and national transformation.

Mindset Change: We recognize the need to harness the numerical strength of youth, their intelligence and abundant physical energy to transform the state of affairs in our country. All our programmes will start with a baseline assessment of the mindset or prevailing attitude, in order to decide how best to stimulate positive self-consciousness, personal and collective responsibility, productivity and effective participation for a youth led socio-economic and democratic transformation of Uganda

Inclusive Participation: At UYONET we are conscious of the growing inequalities in Uganda and the world over, in which the youth are the most marginalized and the national wealth is owned by very few older persons. We shall therefore always closely watch for the indicators of inclusive growth, and always endeavor to open spaces for youth participation in shaping for nature and form of inclusion therein

Creative Innovation: Young people do not only have the most creative and innovative minds, but also derive a lot of satisfaction from spaces that satisfy and facilitate their creativity and innovativeness. Consequently, UYONET shall promote creativity and innovativeness in all our work and especially so, advocate for policies that promote them. We recognize that Uganda is moving towards ICT. We shall take an advantage of ICT to spearhead youth innovations and information sharing



SECTION 6.

ORGANISATIONAL DEVELOPMENT AND RESOURCING

To deliver this ambitious strategic plan UYONET will undergo organizational reforms that will: identify and address the Strength-Weaknesses-Opportunities-Threats (SWOT) of UYONET; allocate new level of responsibility; agree the new nature and form of organizational culture and new ways of working; review and acquire appropriate human resource skills and experiences; explore sustainable financing modalities; and the kind of partnerships and alliances; necessary to deliver this new strategic plan 2018-2028. The following processes will be considered in the renewed institutional re-development of UYONET going forward:

a. A participatory organizational change process

That will review the current governance and management structure, and human resource skills needed and will deliver, a new UYONET organogram including regional hubs. This process will be guided by our ideology, values, vision, mission, strategic objectives and specific programme skills requirements. Ultimately we aim to build a culture of servant leadership, consistently working to serve and be accountable to the youth of Uganda.

The role the UYONET and the staff teams will be to facilitate the coordinated growth, and NOT an authoritarian management of the youth movement. The organizational change management process will therefore be as participatory and professional as possible, to avoid undermining institutional stability and deliver a flexible and dynamic entity necessary for facilitating the growth of a strong youth movement.

b. A new board charter for a renewed governance structure

A new board charter will be developed to guide the Board and enable it provide strategic leadership that is based on our ideology, values, vision, and mission.

The new board charter will determine the nature and type of skills and personalities that will be required on the board, including the number, nature and type of membership that should be represented on the board.

c. A new management structure

It is envisaged that UYONET will have a flat top structure that promotes communication, accountability and reduces bureaucracy. This will be determined by the participatory Organisation Development(OD) review process. Depending on the outcomes of the participatory organizational review process, the structure may include the following roles:

The Executive Director, Head of Programs, Documentation & Data Management Team, Fundraising, Communications and Social Media, Marketing Team, Strategic Research, Policy Analysis Team; Network Mobilisation, Advocacy and Campaigns Team, Innovations, Creativity and Enterprise Development Team, Finance, Administration and Support Services Team, Regional Hub Advisory Services Teams, Organizational and Human Resource Development Team.

d. Review of organizational policies

Based on the new strategic plan and institutional review process, the organizational policies will be reviewed to match the demands of this new strategic plan who's a mission to build strong youth movement in Uganda.

e. Rebranding UYONET

When an organisation goes through a major rethinking and transition process, rebranding to reflect the renewed image is paramount. UYONET recognizes this very important imperative and will invest in rebranding through a consultative competition and other processes that will fully involve youth. The renewed branding must reflect what the new mission stands for and the dreams of the youth Uganda.



Integrated Design, Monitoring, Evaluation and Learning (DMEL) System:

UYONET'S Design, Monitoring, Evaluation and Learning processes will be guided by the logical framework approach. To this effect, UYONET has developed a design, monitoring, evaluation and learning (DME&L) manual that will be a guide and reference tool. Building upon the DME&L manual, UYONET will develop a robust integrated monitoring and evaluation system that integrates all programming. The system will include;

a. An integrated logical framework for all programs

This includes (narrative summary of objectives; objectively verifiable indicators; means of verification and; assumptions). A monitoring and evaluation plan for all program & projects including (Indicators- for goal, outcome, outputs & activities; indicator definitions; data sources; data collection methodology; frequency of data collection and; person responsible). This will be used to enter, analyse and interpreted statistical data (target vs achievements) for activity and output indicators on a monthly, quarterly, bi-annual, annual and project life time basis.

b. Baseline, midterm and end-term evaluations

Since this is a ten-year plan it is necessary that every three years, there should be an evaluation to draw lessons for improving the strategic direction and programming quality. UYONET shall therefore start with a baseline which will be achieved through the mapping and profiling discussed above. Following this initial baseline survey, the institution will undergo evaluations every three years to determine success and draw lessons for improvement. It is expected that there will be a total of four evaluations in ten years.

Strategic Partnerships and Alliances

This new strategic agenda will require a review of the nature and type of partnerships and alliances UYONET engages with over the coming years. To develop reliable partnerships and alliances, UYONET has to demonstrate its potential and value addition in implementing this new agenda. The mission here is to build alliances that are based on the belief in the ideology, and mission of the UYONET strategic plan rather than one based on funding opportunities per se. The alliances and partnerships will deliberately focus on expanding outreach to youth constituencies in socio-economic, socio-cultural, socio-religious and socio-political formations.

Sustainable financing mechanism

To achieve this ambitious agenda UYONET will utilize the organizational review process to establish the kind of sustainable financing needed to deliver this strategic plan. This will require possibly negotiating with current and new supporters to adopt a sustainability strategy in the financing of this strategic plan. The regional hubs have the potential to attract resources and social businesses through membership contributions and affordable fees charged for the services provided. UYONET will draw on capacities and experiences from inside and outside Uganda, to enable our capability to build a sustainable financing system

SECTION 7.

RISK ANALYSIS

Risks that may impact the UYONET and the youth sector will be regularly identified, assessed and managed as they are expected to change and evolve over the years. For the initial implementing period, the following identified internal and external risks will be managed:

Internal Risks

- **Ability to deliver:** UYONET may not have the capacity to deliver with the new interventions like economic empowerment.
- **Partnership and Membership:** Members may not be managed effectively and thus adversely affect delivery of quality programmes.
- **Managing large grants:** although these bring opportunities for greater outreach and impact, large grants also increase the level of exposure and vulnerability.

External Risks

- Political disobedience and civil unrest due to national elections.
- New restrictive NGO laws anticipated





SECTION 8.

MEDIA AND COMMUNICATIONS

Effective communications will help change attitudes and beliefs about YOUTH, create space for our partners and those we represent to increase their voice and influence change, build movements and inspire people to join the fight against poverty. External communications products will also help raise funds for UYONET's work and support accountability to supporters and donors. Internally, communications will link staff and partners together, create a sense of a team, share learning and experience, and also help to articulate organizational priorities and strategic direction.

Media work will play a vital role on how UYONET and its members are positioned externally and their role in actions to tackle inequality and injustice. Media work will aim to generate public support and build momentum for addressing key issues that the OCS has committed to do.

We recognise that **Strategic partnering with**, as opposed to **using**, the media will be crucial in achieving our objectives. As the programme moves towards scaling and influencing, we will use knowledge and evidence generated through research, and programme 'footprints' to position ourselves and partners as the 'go to' institution on information regarding youth

- Comprehensive communications and media strategy shall maximise the opportunity of the

UYONET brand and those of its partners at local, national and regional to increase sphere of influence.

- Based on strong analysis of media trends, development, our constituents and sphere of influence we shall adopt and embed in our programme work the use of print, broadcast and new media (such as social media platforms) at local, national and international levels to create a stronger influencing network.
- Innovative and appropriate profiling and documentation of the voice/evidence and lessons from the programme footprints to strengthen accountability and legitimacy to donors, participants and key decision makers.
- UYONET and partners media strategy will strengthen knowledge of the key journalist and other media practitioners to sensitively elaborate on key issues particularly on women rights to scale their voice and leverage for change in policy and practice.
- Improving the digital strategies and skills of UYONET staff, partners and the participants to engage and utilise space for internal communication to ensure effective and timely flow of information to foster understanding, ownership and promote sense of one programme approach among staff.

SECTION 9.

MONITORING EVALUATION, REPORTING AND LEARNING

Strategic Actions:

UYONET will develop A MERL strategy aimed at 1) tracking progress against work plans, 2) generating learning and sharing lesson learnt with others 3) providing the organisation 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 and 6) Producing information for donor reporting and accountability purposes.

MEL Activities:

These will include, operational planning at the beginning of the programme, then, quarterly monitoring visits, collection of case studies and beneficiary feedback. Annual end of programme reviews will also be done to promote learning. External evaluations will be planned for to inform the baseline, midline and outcomes of the projects and implementing partners will be encouraged to promote and practice sharing and learning.

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.

Tracking unintended/additional effects

This will entail examining programme/project, beneficiaries and develop historic perspective and familiarization with viewpoints, issues and development. The source for this information will be mostly programme 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.

Data storage

Data collection tools will be designed and data will be stored on a database management system and backed up on the

server. Hard copies of data collected will be stored under lock and key. Soft copies of data will be stored in computers with locked passwords. Data verification will be done for all the stored information by the UYONET IT department.

Data analysis

Data will be collected by the youth programme manager with support from UYONET Monitoring and Evaluation department, data will then be analysed by the MEL team and reports done at the office. Midline and End line evaluations will be outsourced to external consultants who will collect data, do the analysis and write the report. As per UYONET management policy, data is stored on hard and soft copy for up to 7 years, with automatic hard drive backups to external disks ensuring data safety. Monitoring data will be analysed against the periodic targets as mentioned in the project plans. Qualitative data generated will be packaged into trends, themes and patterns in order to attribute meaning. In determining the outcomes of the work, UYONET shall triangulate the collected data around the intended Objectives, Inputs, Activities, Outputs, Indicators and Assumptions.

Data quality

All respondents and response sheets will be coded. All questionnaires and raw data notes will be kept safe. In case of an external evaluation, the external and consultants will be asked to provide a quality assurance mechanism. Any issues needing clarifications will be taken care of during the field check process and if needed will be re-checked with the respondent once all the questionnaires are received. UYONET M&E department will witness 5% of all interviews of all external data being collected. Along with these UYONET will continue with its system of data verification undertaken twice a year where they review monthly and quarterly consolidations submitted by partners and trace them back to our source documents to check their veracity.

Sharing findings

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

MEASURING RESULTS BY 2028

Result	Indicator	Means of Verification	Baseline	2018-2021	2021-2024	2025-2028	Risks and Assumptions
Long –term Outcome:%	Number and diversity of youth that associate with the youth movement	Impact report.	To be confirmed				GoU legal, regulatory & budgetary policy framework will be supportive
Strategic Objective 1: To strengthen the organizational capacity of youth formations for upholding accountable governance and fostering sustainable economic development							
Outcome 1.1:An increased number of youth formations meaningfully engaged in governance and development processes	%age of youth formations that participate in at least three governance and development processes	End-line survey	To be confirmed	15%			Government priorities remain the same, the youth will be united for a social economic change
Output1.1: High proportion of mapped youth formations express interest in, and actively participate in UYONET training programs	Number of targeted youth formations that participate in UYONET capacity building programs	Program reports	To be confirmed	30	45	150	Risk: The NGO bill, Assumption: Internal capacity or systems that will make the organization to excel
Output1.1.2: Youth formations take their own initiative to engage and influence governance processes at local and national level	%age of youth formations that develop action plans after the training, implement and report on them	Programme reports Midline and end line reports	To be confirmed	20%	25%	30%	Risk: Conflict of Ideology
Outcome1.2: Increased institutional capacity of UYONET to lead and coordinate youth formations	%age of youth formations that consider UYONET's coordination and leadership to be effective	End-line survey	To be confirmed	10%	10%	10%	Willingness to work together

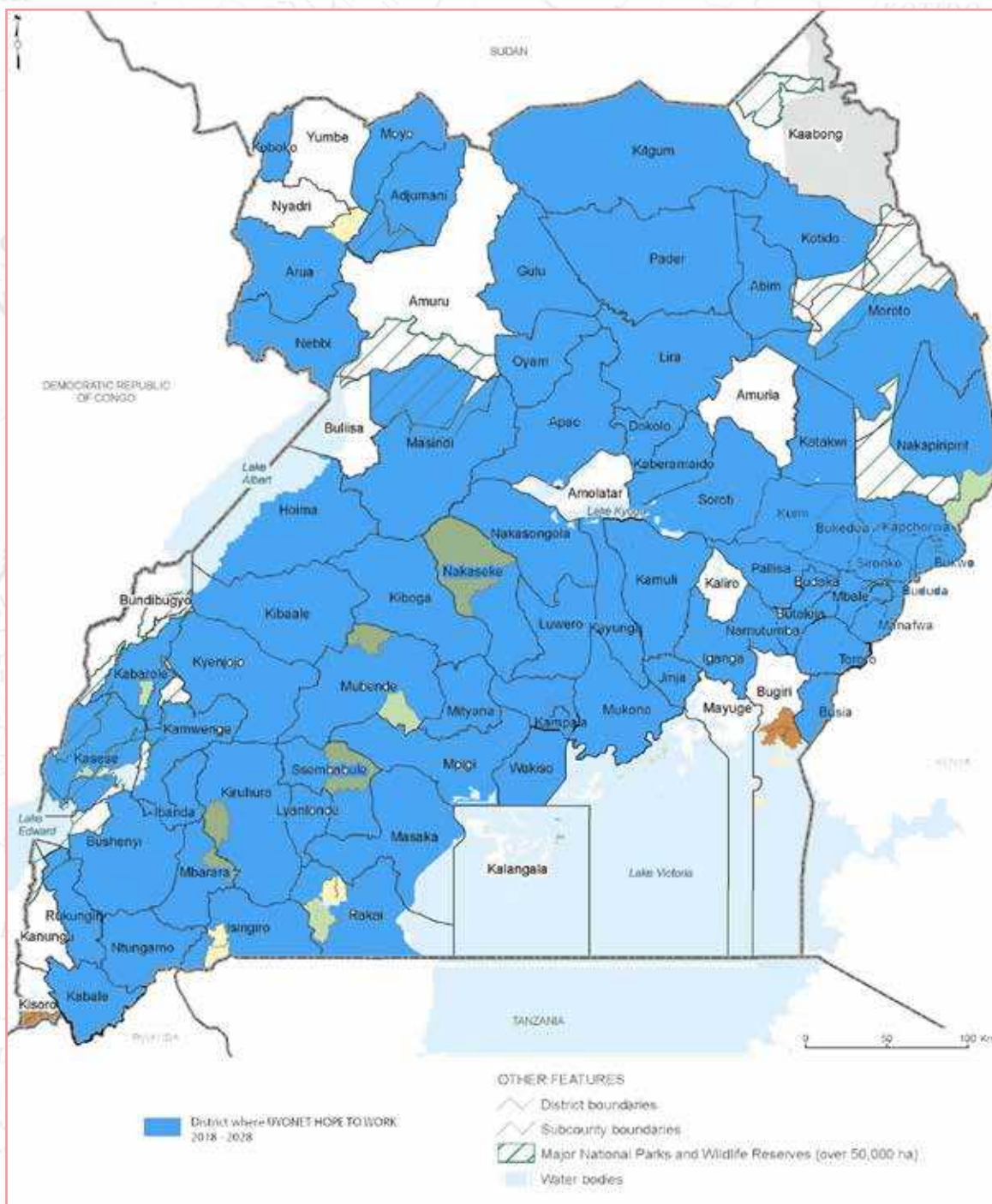
Strategic Objective 2: To facilitate youth economic empowerment for sustainable development in Uganda					
Outcome 2: Female and male youth with increased income and resilient livelihood fully supported by their government, private sector and civil society	% of youth reporting increased income and resilient livelihood	Baseline, program reports, mid and end term evaluations	To be confirmed		Assumption: The government will still maintain the livelihood initiatives for the youth
Output 2.1: Increased equitable access to apprentice skills and career development by youth through UYONET interventions	%age of young people demonstrating apprentice skills		To be confirmed	5% 10% 15%	
	%age of young people accessing advisory services and job placements	Baseline, program reports	To be confirmed	10% 15% 20%	Assumption: The government will still maintain the livelihood initiatives for the youth
Output 2.2: Female and male youth that utilize the skills and support from UYONET interventions to attain better livelihoods	%age of female and male youth accessing economic and employment opportunities	Baseline, program report, case studies, profiled youth businesses	To be confirmed	10% 15% 20%	The government is willing to support the initiatives
	Number of new climate smart innovations undertaken by youth		To be confirmed	20 30 50	
Strategic Objective 3: To strengthen youth participation and influence in governance decisions at local and national level					
Outcome 3: UYONET consistently facilitates informed engagement between duty bearers and the youth movement on youth policy and development issues at national and local level	Number of actions taken by duty bearers as a result of actions by the youth movement at local and national level	NBFP, government briefing paper media article	To be confirmed	10% 12% 15%	Assumption: Government stability
Output 3.1: Strengthened capacity of youth leaders to effectively deliver on their mandate	Proportion of targeted youth leaders delivering on their mandate	Baseline documented evaluations Program reports	To be confirmed	60% 65% 70%	Assumption: Government stability, the youth leaders embrace the idea

Output 3.2: Increased number of youth formations collectively engaged in governance and electoral processes	Percentage of young women and men that participating in decision making processes at local and national level	Program reports, policy briefs, call to action, press releases	To be confirmed	10	15	20	Assumption: Government priorities remain the same Risk: the NGO Bill
Output 3.3: Youth advocacy and engagement with governance is constituency based, strategically selected, and impactful.	Number of successful policy advocacy issues and campaigns delivered to the satisfaction of youth constituencies. Key strategic decisions taken that have a positive impact on youth advocacy and rights	Baseline, program reports, media reports, press statements					Assumption: Leadership Group will have capacity for strategic reviews/decisions
Strategic objective 4: To improve performance of the youth movement through knowledge generation, learning and sharing							
Outcome 4: Youth knowledge of their rights and civic consciousness & responsibility enhanced	% of youth using acquired knowledge to claim and/or defend their rights.	Baseline	Tbc	25%	50%	80%	Assumptions: GoU will be supportive and cooperative.
Output4.1: UYONET policy advocacy interventions are increasingly evidence based	Number of youth led researched undertaken	Baseline	To be confirmed	35	60	85	Assumptions: The government maintains its priorities
Output 4.2: Youth formations actively engaged in promoting intercultural learning and dialogue that fosters community led social development	Number of position papers developed and used to influence policy Number of social action projects implemented by the youth formations in the community.	Baseline	To be confirmed	15	20	25	Risk: NGO Bill
		Baseline reports and minutes	To be confirmed	10%	12%	15%	Assumption: Enabling and Peaceful environment among communities

Output 4.3: Student leaders build a strong national union that actively advocates for quality education	No. of female and male student leaders active in the union	Tbc	Schools will find value in actively participating GoU will cooperate			
	Advocacy issues presented by the students' union and followed through with GoU	Baseline	Tbc			
Output 4.4: An informed and connected network of young people actively engaged in promotion accountable governance	Number of young people that are connected to the UYONET ICT platform	Program reports	To be confirmed			
			30	60	90	Assumption: an enabling environment

Where we hope to work 2018-2028

UYONET operates in 4 traditional regions in Uganda, reaching its beneficiaries across over 80 districts in the country. Below is the map of Uganda clustered in regions and districts showing districts in which UYONET hopes to operate in the year 2018 to 2028 under its different program component





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