



STRATEGIC PLAN 2012 – 2016

'Making Numbers Count'

Supported by:

DGF



Foreword

The strategic planning process which begun in October 2011 has birthed this very comprehensive document that outlines the planned engagements of UPFYA for the next five years. This strategy is intended to be a guide towards ensuring a fruitful contribution of the ninth Parliament to issues of concern to Uganda's young people who not only form a significant portion of the country's population but were equally instrumental in the entire electoral processes of the present legislative period.

The legislative agenda to be developed under this strategy will be the first initiative of its kind for youthful legislators in Uganda's parliamentary history. With the current increasing global and national focus on issues of young people, the UPFYA is positioned to engage not only parliament but equally the Executive and other stakeholders on ensuring that global and national priorities for young peoples' meaningful participation in development and governance are met at all levels.

The strategic plan offers a wide range of interventions to ensure centering of youth voices in national law making as well as enhanced youth policy engagements. It equally provides platforms for sharing and reflections between national level youth leaders as well as their counterparts at the lower levels, a scenario that will enhance more accountability at all levels.

As the UPFYA Executive, we offer relentless commitment in ensuring that the planned interventions herein are implemented to their logical conclusion and that the aspirations and visions as set out are realised at the end of the planning period.

Making Numbers Count

Monicah Amoding
Chairperson

Executive Summary

The Uganda Parliamentary Forum on Youth Affairs (UPFYA) was first initiated in 2008 by a cross section of youthful members of the eighth Parliament of Uganda. It was motivated by the legislators' desire to harness their collective energies for a more effective and meaningful representation of issues of concern to the youth fraternity in Uganda. The forum members targeted doing so through legislation, budget appropriation and oversight, which also are the core functions of parliament. The forum was inspired by the search for mechanisms of strengthening national attention and responsiveness to the challenges affecting young people, who constitute a significant and increasing majority of the Ugandan population. The youth are affected by among others the challenges of population growth, unemployment and poverty, services sector deficits and conflict. UPFYA targets to draw the attention of its members towards responding to issues of youth concern as they fulfil their parliamentary functions.

The ninth parliament as a successor to the eighth legislative period presents a great opportunity for amplifying youth voices within the national assembly. Not only is this parliament serving at time when the proportion of the youth with respect to the national population has grown significantly high, the legislature itself is also dominated by members who are generally young. Thus, working as like minded thinkers youthful members of the ninth parliament have revived UPFYA and signed up to a more fired-up commitment to influence parliamentary business to attend to youth issues.

This strategic plan document is a successor of the strategic plan 2009 – 2013 that guided interventions of UPFYA during the eighth legislative period. Although the period for which the predecessor plan was targeted to serve has not ended, the changing dynamics with regard to development challenges faced by the youth have necessitated the development of a new intervention framework. Nevertheless, the present plan is building on the founding vision and goals of the 2009/2013 strategic document. It is being presented in an expanded format covering a wide range of interventions to facilitate youth development. It has been adapted to face up to the contemporary challenges affecting the youth in the ninth legislative period.

UPFYA's vision is to realise 'a responsible and active youth citizenry'. Its mission is to be an icon of youth advocacy and policy engagement that places young people at the core of governance and development through legislation, networking and outreach. This strategic plan is guided by the core values of UPFYA which are: equity and accessibility, responsiveness, respect for humanity, and integrity.

The theme of this plan is “Making Numbers Count”. It has been drawn from the clear fact that young people are a significant majority in Uganda. Statistics indicate that ‘young people (30 years and below) constitute 78.3 percent of the population’. In this regard the youth have harvested some clear socio-political advantages including, for example, the fact that the ninth parliament is significantly dominated by youthful legislators and is, for that matter, the most youthful in Uganda’s legislative history. It is, however, noted with emphasis that the high numbers have not yet yielded tangible benefits in terms of promoting youth focussed policies and development interventions. Thus UPFYA’s focus for 2012 – 2016 shall be targeted to carrying out actions that make youth numbers within and out of parliament to be a starting point for a youth focussed national development framework.

In the fulfilment of its mandate, UPFYA shall over the next five year period undertake a series of interconnected interventions under the three programme areas. These areas which form the strategic objectives of the plan include:

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| Programme Area 1: | Strengthening Legislative Capacity |
| Programme Area 2: | Advocating for Government Financing of Youth Programmes |
| Programme Area 3: | Increasing Meaningful Participation of Youth in Governance Processes |

Over the next five years therefore, UPFYA shall implement interventions for youth development at the parliamentary level as well as at other strategic levels and structures outside of parliament. In a first step, building the legislative capacity of forum members will be crucial in ensuring that they (forum members) can lobby for and ensure that a youth focused policy environment can be delivered through parliamentary legislation. It is expected that directing parliamentary attention to youth issues together with other proposed advocacy initiatives will contribute towards realising programme area two, which, addresses improvements in public sector resource allocation to youth programmes. In addition, the forum, as a way of encouraging ‘pro-youth development led by youth’, shall actively engage in promoting young people’s participation in governance process at lower levels. This shall go hand in hand with strengthening platforms for promoting issues of youth interest. An integral part of this strategic plan is the institutional building for UPFYA for it to effectively and efficiently coordinate and implement the planned activities so that the set goals and objectives can

be realised.

The institutional strength of UPFYA, in terms of a relatively large membership and a strengthened secretariat, will be handy in facilitating the realisation of this plan. However, the support of partners at different levels is going to be an essential contributor in the delivery of especially the programme areas.

The Uganda Parliamentary Forum on Youth Affairs (UPFYA)

In 2008, a cross section of members of the eighth parliament launched the Uganda Parliamentary Forum on Youth Affairs. UPFYA consisted of youthful legislators who shared the purpose of setting up a platform that would harness their collective energies towards the effective and

meaningful representation of issues of concern to the youth through legislation, budget appropriation and oversight. A strategic plan 2009 – 2013 was developed to outline priority areas of action on which the forum would concentrate its interventions and mandate.

The genesis of UPFYA and its rationale rested on the fact that there are only five representatives for young people in parliament. It was observed that influencing parliamentary business to address youth interests would be an insurmountable task for only five youth representatives. Thus a collective voice that embraces all the youthful voices in the legislature was considered necessary. With the ninth parliament Uganda boasts of a generally youthful legislature. The average age among members of parliament is 47, and in fact 180 of the 375 parliamentarians are aged 35 or below. This youthful membership presents opportunities for putting together a collective voice under the forum to address the pertinent issues affecting the youth.

The second rationale for the formation of UPFYA was premised on the demographic characteristics of Uganda's population. 78.3 percent (24 million) of Uganda's population is comprised of children and youth below the age of 30 years, and yet, there are no sustained efforts to invest in these groups so that the demographic dividends they present can be reaped.

UPFYA was formed within the context that young people in Uganda are viewed as a distinct category that requires affirmative actions given their demographic significance, energies and enthusiasm when it comes to issues of governance and development. In terms of international considerations, the 'World Programme of Action for Youth to the Year 2000 and Beyond' adopted in 1995 by the United Nations General

Assembly provided the first global standard for effective national youth policies and programming that recognises the youth under the affirmative special interest representation in decision making at all levels. This too is reckoned in the 1995 Uganda constitution that calls for effective representation of special interest groups among them the youths. UPFYA is established in this context - it is formed on the recognition of the youth as a special interest group with unique challenges that require specialised interventions to deal with them.

On July 11, 2011, a new Executive for UPFYA was put in place to carry forward the vision and aspirations of the founders of the forum. It terms of subscription, UPFYA had, by start of the year 2012 a subscribed membership of 69 legislators in the ninth parliament and efforts to increase the membership were ongoing. With such a significant representation and also due to high expectations from stakeholders, the forum is developing this five year strategic plan to harness the collective energies of its membership and ensure that issues of young people are mainstreamed in ongoing development and governance processes in Uganda.

b) Vision, Mission and Values

The vision, mission and values of UPFYA provide the basis for energising its work. These have guided the organisation's planned programme areas.

Vision

A responsible, active and empowered youth citizenry

Mission

To promote policies and programmes that place young people at the core of Uganda's governance and development process through legislation, advocacy, networking and outreach.

Core values

UPFYA has the following core values:

- Equity and accessibility
- Responsiveness to youth demands
- Respect for humanity
- Integrity

Equity and Accessibility: UPFYA strives to uphold fairness by working with youth from all sectors without discrimination based on ethnic backgrounds, religions, sex and political affiliations. The key concern for UPFYA's activities and messages is concerns/issues affecting the youth in Uganda.

Responsiveness to youth demands: Committed to respond on a timely manner to issues and concerns that are of a national nature and within the realms of its mandate. This response will be guaranteed when it comes to policy and legal concerns.

Respect for humanity: This relates more to equity and accessibility; UPFYA strives to uphold unity in diversity approaches when dealing with youth.

Integrity: Ensure that the forum places emphasis on systems and procedures that uphold the basic organizational standards. Maintain transparency in all undertakings particularly financial while engaging with partners and individuals of undisputed repute and honour.

Key Interventions

Develop a common legislative agenda for the youth

In a first step, UPFYA will engage stakeholders in developing a common legislative agenda for the youth. Once in place the agenda will be popularised among forum members and to key stakeholders with interest in youth matters across the nation. The agenda will guide forum members on which motions and laws to lobby for in parliament. It will also be promoted among the youth fraternity to create citizens demand among legislators to address those issues affecting young people – as outlined in the agenda.

Train forum members on legislative techniques and improve their skills through exposure and refresher programmes

In order to strengthen their legislative capacity, UPFYA members will be trained on legislative tactics. Training and refresher sessions will be organised by the forum to assist members to gain a better understanding of parliamentary procedures and process, the government policy framework, and to appreciate existing gaps in the development of young people. In addition, exposure visits for members will be held to learn from young parliamentarians from elsewhere in the world on how youth issues are brought to the fore of national development policies.

In this strategic planning period, one capacity enhancement training will be conducted in each year and at least a total of eight exposure governance tours conducted. Practical governance exposure tours will help deepen the parliamentarians' understanding of parliamentary democracy. There have been wide-ranging criticisms about parliamentary democratic processes on the African continent, resulting into mixed reactions and partly contributing to the growing apathy among the general citizenry. In many countries including Uganda, Parliament has not produced the desired change as far as oversight and budget appropriation is concerned. Despite this scenario, some countries have transcended the challenges and emerged as parliamentary democratic models for the continent.

It is therefore deemed relevant under this strategic period to expose at least 10 forum members per year to parliamentary democratic processes and institutions in Africa's emerging democracies with the aim of grounding them in appreciating the possibilities of making parliaments work and preparing them for the much desired change from mere elections to good governance in their own country.

s strengthen the position of UPFya as an effective lobby platform through building solidarity and improved coordination with parliamentary committees and other stakeholder organs

UPFYA pays special attention to coordinating with the sessional and standing committees of parliament to ensure that discussions at this level integrate youth interests. In this context, opportunities for youth groups to meet with parliamentary committees shall be facilitated by the forum. This engagement will be based on clearly well informed policy positions and intended to build young peoples' knowledge of parliamentary business while at the same time providing them with opportunities to influence parliamentary legal and policy discussions.

Main Outputs of Programme Area 1:

- 1 legislative agenda developed and agreed upon by forum members
- Regular policy papers on youth matters released by the forum (at least 3 a year)
- 69 forum members qualified in legislative techniques
- A framework for coordinating interacting with committees of parliament developed and disseminated

Programme Area Two Government Financing of Youth Programmes

Strategic Objective: To increase national budgetary allocation to the Ministry Of Gender Labour and Social Development from the current 0.5% to 1.6%

This programme area focuses on ensuring increasing funding for the ministry of gender which is the government department in charge of youth affairs. The ministry of gender also supports the national youth council. Increased funding for the ministry will be targeted towards realising more resources for implementing youth programmes including strengthening the national youth council.

Programme Outcome: Ministry of gender labour and social development capacitated and strengthened to implement youth programmes

With increased funding the ministry of gender, labour and social development is expected to gain improved capacity to deliver youth development programmes. This will also include, increased support for the national youth council as the mainstream organ for youth participation and leadership.

Key Interventions

Hold regular dialogues with line ministries geared towards increasing the allocation of resources within their ministerial budgets to youth programmes

In order to influence the budget process from initial stages, UPFYA will engage with line ministries and departments to influence their budgeting processes towards better financing of youth programmes. This will be achieved through purposely organised meetings with focal ministries and departments namely: the Ministry of Finance, Planning and Economic Development, the Ministry of Gender, Labour and Social Development and the Office of the President.

Lobby for the Establishment of a National Youth Development Fund

A key proposed intervention of the Forum in this planning period will be to lobby for and ensure the establishment of a National Youth Development Fund to harmonise the different empowerment actions being implemented for young people. The fund shall be multi-stakeholder programme separate from mainstream government structures and with the full mandate in form of a Trust. It will have participation of development partners and the private sector. This will guarantee access to venture capital by majority young people and accelerate youth livelihood enhancement.

Carry out annual nation budget audits to establish youth programme allocations and lobby for necessary reallocations.

Once the national budget is presented to parliament UPFYA shall always conduct a budget audit to establish the allocation of resources to youth development programmes. This audit shall be used to support forum members to agitate for any necessary reallocations in the event that youth development needs are considered insufficiently catered for in the budget. An annual budget audit will be published by the forum. This budget audit shall be conducted with full participation of all relevant stakeholders including key government ministries and departments, youth civil society and players keen on youth development.

Conduct regular oversight checks on youth programmes and projects implemented by different departments and organs

In the fulfilment of their oversight function as members of parliament forum members will regularly carry out checks on programmes in which public sector resources have been invested for the development of young

people. These checks will focus on monitoring programme efficiency and the appropriate use of resources. The forum will work with appropriate state agencies to ensure accountability and efficient resource utilisation is achieved.

Main Outputs of Programme Area 2

- A sustainable national youth fund established
- Annual budget review papers with a focus on youth published
- Annual publication of the state of accountability and efficiency in youth programmes

Programme Area 3: Meaningful Youth Participation

Strategic Objective: To strengthen the National Youth Council and build linkages with youth CSOs as mechanisms for meaningful youth participation in governance and development

UPFYA envisions facilitating a youth development framework led by youth. In order to achieve this, the forum will engage in actions that strengthen youth participation in the governance and decision making process.

Programme Outcome: National Youth Council and other youth organisations are capacitated and strengthened to deliver their mandate

This programme focuses on the National Youth Council (NYC) as the mainstream structure for youth participation in governance. Besides, it draws attention to strengthening links with civil society organisations engaged in the area of developing young people so that they (and NYC) can be better coordinated to deliver their mandates in addressing the most urgent needs of the youth.

Key interventions

Establish a consultative forum with Youth Institutions

UPFYA will conduct establish consultative forums with youth structures at the national and regional levels. These structures include the national youth council and youth CSOs. The consultations will be held on an annual basis. They will help youth institutions to shared experiences, achieve better coordination and develop more up to date programmes in developing the youth. In addition it will assist forum members to establish youth development challenges and interests from youth representatives at different levels. This will inform the advocacy initiatives of the forum and will also help in highlighting areas where public sector resource allocation need to be strengthened.

Under this engagement, UPFYA will mobilise young parliamentarians to participate in national platforms which will act as spaces for promoting youth issues such as all significant international and national days. The forum will organise its members to participate in all these days as a way of further drumming up support for youth issues and building the profile of youth issues in Uganda and in the region.

Monitor youth structures at all levels (national, district, sub county and village) and ensure their effective performance

In fulfilment of their oversight responsibility as parliamentarians UPFYA members shall monitor and supervise statutory youth structures to ensure they provide free and open platforms for youth to present their views on development. In the context of decentralisation, this monitoring will involve youth structures at the national down to the district and sub country levels. It will be conducted through collaborations with other government organs and civil society.

Facilitate young people's interaction with parliament and other relevant organs of the state

Frameworks for youth particularly through groups to interact with parliament (mainly through the sessional committees) will be supported and coordinated by the forum. In the same line the forum will assist young people to interact with other relevant organs of the state including line ministries of Gender, Labour and Social Development, Ministry of Finance and Economic Planning and the presidents office that houses a youths desk, . This will give the youth an opportunity to directly lobby for their development interests.

Main Outputs of Programme areas 3

- Improved coordination between NYC and youth focussed CSOs
- A structured dialogue between NYC, youth CSOs and UPFYA takes place
- Increased interaction between youth representative structures and parliament.

Strategic Objective two: To establish a National Youth Volunteering Policy and Program as a mechanism for as a mechanism for meaningful youth employment and participation in governance and development.

UPFYA envisions providing hands on work experience and employability skills to a cohort of young people in Uganda through volunteering placements and policy. The volunteering policy and program will also provide technical voluntary support to the youth who access credit under the National Youth Development Fund

Programme Outcome: Youth are capacitated with learning experience to enable them gain meaningful employment and participation in governance and development

This programme not only focuses on providing youth with work experience and reliable networks with employers but also provides youth with space to give back to the community. It will also focus on providing technical support to youth led enterprises through providing professional volunteers.

Key interventions

Establish a National Youth Volunteering Program

Under this program, UPFYA will identify, train and place over 2000 youth volunteers in various work environments with professional organisations and businesses so as to gain work experience and employability skills. Youth-led initiatives, enterprises and organisations will be specifically targeted as recipients of professional volunteers so as to improve their capacity.

Develop the National Youth Volunteering Policy

A key proposed intervention of the Forum in this planning period will be to lobby for and ensure the establishment of a National Youth Volunteering Policy to set a framework of action on youth volunteering initiatives being implemented for young people.

Mainstream volunteerism in National youth programs at all levels

Frameworks for mainstreaming volunteerism in national youth programs at all levels will be supported and coordinated by the forum. In the same line the forum will assist youth CSOs, line ministries of youth, presidents office that houses a youths desk and youth focused stakeholders in mainstreaming volunteerism in their ongoing interventions.

Main Outputs of Programme areas 3

- Improved coordination between NYC and youth focussed CSOs
- A structured dialogue between NYC, youth CSOs and UPFYA takes place
- Increased interaction between youth representative structures and parliament
- National Youth Volunteerism Program developed
- National Youth Volunteerism Policy developed
- Volunteerism mainstreamed in key National youth programs

Logical Framework

Programme Area	Key Interventions	Objectively Verifiable Indicators	Sources of information and means of verification	Assumptions/Risks
<p>1: Strengthen Legislative Capacity</p> <p>Strategic Objective:</p> <p>to increase the capacity of forum members to influence parliamentary business towards addressing the concerns of young people</p> <p>Outcome:</p> <p>increased government responsiveness to issues of concern to young people</p>	<ul style="list-style-type: none"> - Developing a common legislative agenda for the youth - Training forum members on legislative techniques - Lobby and advocacy 	<ul style="list-style-type: none"> - a common agenda outlining the areas of legislative interest for the youth is published and adopted - 3 policy papers per year published - Youth issues mainstreamed into legislation passed by Parliament - at least 3 Parliamentary Acts with focus on the challenges faced by young people debated and passed in the ninth parliament - 69 existing forum members attend trainings in legislative techniques 	<ul style="list-style-type: none"> - copies of published legislative agenda - Acts with focus of youth issues passed - Parliamentary Hansard - Media reports - Copies of policy papers - Acts containing youth issues 	<ul style="list-style-type: none"> - legislative agenda will gain consensus of all members - Forum members remain committed to the UPFYA goals and objectives - Members' commitment is not affected by conflicting royalties e.g., party and other caucusing in parliament

<p>2: Government Financing of Youth Programmes</p>	<p>Hold regular dialogues with line ministries geared towards increasing the allocation of resources within their ministerial budgets to youth programmes</p>	<p>Youth development fund established</p>	<p>Youth Development Fund Act</p>	<p>interest of the executive in youth affairs</p>
<p>Strategic Objective</p> <p>Increase national budgetary allocation to the ministry of gender labour and social development from the current 0.5% to 1.6%</p>	<p>Lobby for the Establishment of a National Youth Development Fund</p>	<p>Increased funding for the ministry of gender and for youth-serving programs within other ministries</p>	<p>National budget</p>	<p>ministry of gender programmes among other mandates it handles</p>
<p>Programme outcome</p> <p>Ministry of Gender Labour and Social Development capacitated and strengthened to implement youth programmes</p>	<p>Carry out annual nation budget audits to establish youth programme allocations and lobby for necessary reallocations.</p>	<p>Annual budget review papers published and discussed with stakeholders</p>	<p>Ministerial statements</p> <p>Copies of published budget review papers</p> <p>Media reports</p> <p>Parliamentary Hansard</p> <p>Reports on checks conducted on youth departments and programmes</p>	<p>economic development do not have negative effect possibilities of increasing funding for youth programmes</p>
<p>Programme outcome</p> <p>Conduct regular oversight checks on youth programmes and projects implemented by different departments and organs</p>	<p>Conduct regular oversight checks on youth programmes and projects implemented by different departments and organs</p>	<p>Annual budget review papers published and discussed with stakeholders</p>	<p>Parliamentary Hansard</p> <p>Reports on checks conducted on youth departments and programmes</p>	<p>economic development do not have negative effect possibilities of increasing funding for youth programmes</p>

<p>3: Youth Participation</p> <p>Strategic Objective</p> <p>To strengthen the National Youth Council and build linkages with youth CSOs as mechanisms for meaningful youth participation in governance and development</p> <p>Programme Outcome</p> <p>National youth council and other youth CSOs are capacitated to deliver their mandate</p>	<p>- Establish a consultative forum with Youth Institutions</p> <p>- Monitor youth structures at all levels (national, district, sub county and village) and ensure their effective performance</p> <p>- Facilitate young people's interaction with parliament and other relevant organs of the state</p>	<p>- consultative forum between UPFYA, NYA and youth CSOs in place</p> <p>- Reports on performance of youth structures published and shared with stakeholders</p> <p>- Regular interacting between youth people and parliament</p>	<p>- number of dialogues conducted in the consultative forum</p> <p>- ?outputs and impacts of reports/dialogues?</p> <p>- number of performance reports published and disseminated</p> <p>- frequency of appearance by young people to committees of parliament</p>	<p>- youth CSOs and NYC will be interested in improving coordination among them</p> <p>- there will be no negative political interference in the forum</p> <p>- there will be adequate funding for the forum to monitor youth structures</p>
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<p>4. Youth Volunteerism Strategic Objective :</p> <p>Working closely with the NYC and building on the strong foundations of existing volunteering activity.</p> <p>To establish a National Youth Volunteering Policy and programme that; allows young people to contribute to their communities and their country, provides a means through which young people can become more enterprising and employable and thereby build their capacity to participate in Governance and development.</p>	<p>Participate in strengthening the National Alliance for Volunteering effort (NAV) between Volunteering involving organisations (VIOs) as means of exploring and sharing good practice and as a unified voice to lobby for policy development.</p> <p>Establish National Youth Volunteering programme complementing and building on existing volunteer involving activity</p>	<p>Increased active membership of NAV, increased numbers of structured volunteering opportunities and increased numbers of young people taking them up.</p> <p>Increased numbers of volunteers moving into employment and starting enterprises.</p> <p>Policy papers developed and the Policy proposed</p> <p>The minimum volunteering standards developed.</p> <p>The inclusion of volunteerism in National Youth Programmes.</p>	<p>Minutes of the various NAV meetings:</p> <p>Copies of NAVE membership list</p> <p>Feedback from the youth on the volunteering programme and policy,</p> <p>Recorded interviews with the youth</p> <p>Recorded feedback from VIOs and employers hosting volunteers.</p>	<p>Assumptions:</p> <p>The youth participating in the programme will be more employable</p> <p>The proposed National Volunteering Programme and Policy will gain consensus of all members and passed in Parliament.</p> <p>Employers and all players will recognize volunteerism as evidence of employment experience</p> <p>More employment created for young people through the National volunteering programme.</p>
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<p>Programme Outcome</p> <p>Young people have more opportunities to contribute to development programmes , are better able to participate meaningfully in Governance and are more enterprising and employable.</p>	<p>Work with employers to ensure that structured volunteering is recognised as evidence of employment experience.</p> <p>Develop the National Youth Volunteering policy and minimum standards for volunteering programmes and support VIOs to adopt them.</p> <p>Mainstream volunteerism into national youth programmes at all levels.</p>			
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