



RE-IMAGINING UGANDA

STRATEGIC PLAN

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LIST OF ABBREVIATIONS

LGBTQ+	LESBIAN, GAY, BISEXUAL, TRANSGENDER, QUEER, AND OTHERS
UN	UNITED NATIONS
SDGS	SUSTAINABLE DEVELOPMENT GOALS
SRT	STRATEGIC RESPONSE TEAM
HRAPF	HUMAN RIGHTS AWARENESS AND PROMOTION FORUM
UDHR	UNIVERSAL DECLARATION OF HUMAN RIGHTS
UNDP	UGANDA NATIONAL DEVELOPMENT PLAN
AGOA	AFRICAN GROWTH AND OPPORTUNITY ACT

HRDS	HUMAN RIGHTS DEFENDERS
SRHR	SEXUAL REPRODUCTIVE HEALTH AND RIGHTS
HIV/AIDS	HUMAN IMMUNODEFICIENCY VIRUS / ACQUIRED IMMUNODEFICIENCY SYNDROME
SMES	SMALL MICRO ENTERPRISES
CSOS	CIVIL SOCIETY ORGANIZATIONS
GF	GLOBAL FUND
PEPFAR	RESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF
DNH	DO NO HARM
AHA2023	ANTI- HOMOSEXUALITY ACT -2023
NGOS	NON-GOVERNMENT ORGANIZATIONS
CSR	CORPORATE SOCIAL RESPONSIBILITY

FORWARD

As we stand at a critical juncture in the pursuit of equality, justice, and acceptance for the LGBTQ+ community in Uganda, it is imperative that we chart a course that transcends the challenges of the present and paves the way for a more inclusive and compassionate future.

The "Reimagining Uganda-A 15 Year Plan" represents a silver lining of resilience in the face of vicissitude. This visionary initiative, spearheaded by Let's Walk Uganda, embodies the spirit of unity and collaboration as we strive to navigate the complexities of our reality and shape a brighter tomorrow for all.

Through extensive dialogue, engagement, and collective wisdom gathered from diverse voices within and beyond our community, this Strategic Plan emerges as a roadmap for transformation. It is a testament to our unwavering commitment to fostering change, building bridges of understanding, and cultivating a society where every individual is valued and respected for who they are. As we embark on this journey together, let us hold fast to the belief that change is not only possible but inevitable when we stand united in purpose and solidarity. Indeed, change is possible, solidarity is strength, and love is our guiding light.

Let us stand united in our diversity, resolute in our commitment, and unwavering in our belief that a better future is within our reach. May this Strategic Plan serve as a catalyst for progress, unity, empowerment, and above all, the celebration of diversity in all its forms.

Let us dare to dream, to imagine, and to create a Uganda where love knows no bounds and acceptance knows no limits. Together, we can redefine the future and build a nation where every voice is heard, every heart is embraced, and every soul is free to shine.

With courage and conviction, let us step forward into a new era of possibility and promise. The time for change is now, and together, we shall shape a future that is truly inclusive, equitable, and justice for all.

In solidarity and determination,
Edward Mutebi - Founder and board chairperson of Let's Walk Uganda
Kaganda Derrick Kimera - Executive director of Let's Walk Uganda

INTRODUCTION

The genesis of the Reimagining Uganda Program stems from a series of insightful engagements with community members, leaders, organizations, allies, experts across diverse fields, and academics. These interactions unfolded on Twitter Spaces and individual bases, gaining momentum during and post the enactment of the Anti-Homosexuality Act in 2023.

The program's inception was catalyzed by a collective reflection within the LGBTQ+ community, recognizing a critical need for a proactive approach to address the challenges it faces. A poignant realization emerged from this introspection – that the LGBTQ+ community in Uganda had predominantly operated as a reactionary movement, responding to challenges as they arose rather than proactively strategizing for the transformative change they rightfully deserve.

Notably, incidents surrounding the AHA 2023 showcased a pattern of agendas being created, life-threatening bills being proposed, and the LGBTQ+ community being caught off guard since the annulment of the Anti-Homosexuality Act in 2014. The consequences were stark – pain, profound suffering, human rights violations, and panicked responses to egregious atrocities faced by the LGBTQ+ community in Uganda, especially post the passage of the Anti-Homosexuality Act in 2023.

This reality finds corroboration in reports from the SRT and various community organizations such as HRAPF and Let's Walk Uganda. A pivotal observation highlighted the imperative for the LGBTQ+ community to transition from mere reaction to strategic proactivity. Addressing immediate challenges was essential, but equally crucial was the need for a comprehensive strategy to prevent the recurrence of such incidents and prepare community members adequately. The urgency was underscored by the fact that the community faced persistent threats and bills proposed by the anti-gay movement. Recognizing the significance of preparation, Let's Walk Uganda took the lead in initiating community dialogues and convening sessions. This brought together community members, thinkers, allies, activists, scholars, and organizing experts. The aim was to synergize ideas and devise collective strategies that the diverse LGBTQ+ community could implement, thus steering a course toward the transformative change the community aspires to achieve.

STRATEGIC PLANNING PROCESS

The strategic planning process involved three major phases that were highly engaging and participatory. These phases were:

1. Internal Organizing Phase:

After engaging with various stakeholders physically and through social media interactions, including Twitter, before and after the enactment of the Anti-Homosexuality Act 2023, the internal organizing phase for laying out the strategic plan began. An inception meeting among the organization's staff and the board took place on August 23, 2023. Subsequently, community leaders were identified and recruited to form the Strategic Planning Committee. This committee, composed of four technical persons from different community organizations, was supported by an advisory team from the Let Walk Uganda Legal Aid Desk and the board. They developed a work plan to engage the LGBTQ+ community in its diversity at different levels, through "The Convening for Reimagining Uganda," activities.

2. Online Convening Phase:

To gather opinions from diverse LGBTQ+ individuals with various intersectionality, two online convenings were conducted. The first occurred on September 11, 2023, involving 32 participants enrolled through application links on social media and direct invitations to community members at grassroots levels nationwide. The second online convening, held on September 29, 2023, engaged community experts, allies, diaspora teams, representatives from donor communities, and scholars, totaling 27 participants. Both convenings featured highly engaging panel discussions, and the ideas generated were documented for incorporation into the development of the 15-Year Strategic Plan for Reimagining Uganda, with each perspective given due consideration.

3. Physical Convening Phase:

To conclude the community consultations, a physical convening was held in Nairobi, Kenya, from November 22 to 26, 2023, involving 25 participants. This gathering aimed to further brainstorm ideas and transform them into a 15-year strategic plan for imagining Uganda. The blueprint, incorporating inputs from diverse LGBTQ+ representations in their intersectionality, donor community representatives, allies, and scholars, was developed through processes such as problem analysis, mission and vision definition, objectives and focus areas identification, theory of change development, monitoring and evaluation planning, fundraising strategy formulation, and an implementation roadmap, as elaborated in the subsequent sections of this document

WHY SHOULD WE RE-IMAGINE UGANDA?

(UDHR, SDGs, NDP, VISION 2040 AND
CONSTITUTION OF UGANDA ANALYSIS)

Uganda is among the 64 UN countries that criminalize homosexuality, and recently, it has intensified these measures to include a death penalty in certain circumstances. According to the Universal Declaration of Human Rights (UDHR) proclaimed on December 10th, 1948, by the UN General Assembly resolution 217A, Article 1 states that all human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood. The declaration further asserts that everyone is entitled to all rights and freedoms without distinction of any kind, including race, color, and sex, as well as sexual orientation and gender identity. This rule applies to all countries that subscribe to the UN, including Uganda.

However, Uganda continues to uphold discriminatory laws outlined in the Penal Code, Article 145A and C, which criminalize "carnal knowledge against the order of nature." Offenders face life imprisonment. These laws have persisted from the colonial era and have become a source of discrimination and hatred against sexual and gender minorities in Uganda. Despite the UDHR mandate to protect sexual and gender minorities from hate and discrimination, Uganda enacted the Homosexuality Act 2023 on May 26, 2023, reinforcing these discriminatory laws and imposing additional punishments on LGBTQ+ individuals and their allies. This legislation denies them basic rights, such as proper housing, employment, property ownership, assembly, and access to healthcare without discrimination, effectively marginalizing their existence in Uganda.

With this law in place, LGBTQ+ persons are at risk of experiencing poverty, hunger, gender-related discrimination, and obstacles in education, health, decent work, and economic growth. These challenges undermine the majority of the Sustainable Development Goals (SDGs) and go against the Uganda National Development Plan (UNDP) and Vision 2040.

The UN SDG 2030 agenda emphasizes three principles for sustainable development: human rights-based approaches, leaving no one behind, and gender equality and women's empowerment. However, Uganda's current stance excludes LGBTQ+ persons, subjecting them to harsh policies that increase their vulnerability to hate crimes.

Article 21 of the Constitution of the Republic of Uganda prohibits gender discrimination and enshrines the principle of equality before the law. Article 22 protects an individual's right to life, emphasizing that no one should be intentionally deprived of this right. Unfortunately, LGBTQ+ persons in Uganda are denied these constitutional protections.

To restore sanity and promote equality for all, Reimagining Uganda suggests embracing the spirit of constitutionalism. This involves fostering co-existence between LGBTQ+ individuals and the general public, ensuring their respect, protection, and inclusion in Uganda's development both socially and economically.

Reimagining Uganda acknowledges the need for legal action against discriminatory laws but recognizes that public opinion has been influenced by misinformation from LGBTQ+ opposition. Thus, there is a crucial need to realign public attitudes with the truth about the existence of sexual minorities in the country. Additionally, empowering LGBTQ+ persons for social, political, economic, and cultural transformation becomes imperative in reimagining Uganda.

LOCAL CONTEXT/ OPERATING ENVIRONMENT ANALYSIS

Political and Legal Environment.

The presence of LGBTQ+ individuals in Uganda is heavily politicized and deemed as a Western influence on African moral values. Politicians often exploit this issue for political gain, exacerbating challenges faced by the LGBTQ+ community. On May 26, 2023, the Ugandan government enacted the Anti-Homosexuality Act, intensifying the marginalization of LGBTQ+ persons by criminalizing support efforts and associations with allies or sponsors of empowerment programs for the community.

Many politicians viewed this act as a political milestone, using it to incite public sentiment against LGBTQ+ individuals, making it even more challenging for them to access basic services without discrimination.

Despite these circumstances, the LGBTQ+ community has gained international visibility and oversight. Entities like the World Bank cut aid to the Ugandan government, and the US suspended Uganda from AGOA in response to the AHA2023. These political actions have facilitated litigation and advocacy, compelling government stakeholders to reconsider their stance on LGBTQ+ issues.

Organizations and individuals have emerged to oppose the law, handling the process with due agency. Subsequent events, including attacks on queer individuals and economic losses to the government and other sectors, have prompted many Ugandans to question the relevance of such draconian laws against the LGBTQ+ community. This creates an opportune environment for the community to rethink transformation strategies.

Strategies:

1

Strategic Advocacy for Legal Transformation

a). Capitalize on the existing political environment to strategically advocate for legal transformation. Utilize available negotiation platforms to challenge and reshape the narrative surrounding LGBTQ+ issues in Uganda.

b) Develop targeted campaigns to counter misinformation spread by LGBTQ+ opposition, employing effective communication strategies to foster understanding and support.

2

Comprehensive Litigation Approach

a). Extend ongoing litigation efforts against the Anti-Homosexuality Act of 2023 to include challenges against other restrictive laws hindering the progress of the LGBTQ+ community.

b). Identify key legal experts and resources to build a comprehensive legal strategy, addressing various legal obstacles faced by the community.

3

Leadership Development for Policy Influence

a). Implement a strategic plan to identify, groom, and support leaders within the LGBTQ+ community who can take on influential political positions.

4

Technological Advancement for Effective Communication

- a).** Invest strategically in technological means of communication to enhance outreach and education efforts.
- b).** Leverage social media platforms, digital campaigns, and other tech-driven tools to sensitize communities, dispel myths, and counteract political misinformation against the LGBTQ+ movement.

5

International Collaboration and Resource Mobilization

- a).** Strengthen alliances with international organizations, human rights groups, and diplomatic entities that support LGBTQ+ rights.
- b).** Strategically engage with these entities to mobilize resources, including financial aid and expertise, to reinforce the community's efforts in challenging discriminatory laws and fostering social change.

6

Community Engagement and Grassroots Empowerment

- a).** Implement community-focused initiatives that empower LGBTQ+ individuals at the grassroots level.
- b).** Foster a sense of unity and resilience within the community through support networks, educational programs, and initiatives that address the unique challenges faced by LGBTQ+ individuals in Uganda.

7

Strategic Media Engagement

- a).** Develop a comprehensive media strategy to amplify the voices of the LGBTQ+ community, ensuring accurate representation in mainstream media and social media.
- b).** Encourage positive storytelling and testimonials that humanize the community, challenging stereotypes and fostering empathy and enhancing a positive language and attitude shift towards the LGBTQ+ community from the wider population.

Economic Environment

The discriminatory laws in Uganda (AHA 2023 and Penal code 145) create substantial challenges for LGBTQ+ individuals in securing decent employment opportunities but also being among the beneficiaries of the ongoing government economic empowerment programmes that have been spotlighted in the NDP III to elevate the country to Upper middle income status by 2040.

A significant number of LGBTQ+ persons face job loss solely based on their sexual orientation, exacerbated by the anti gay law and absence of protective laws. Transgender individuals, in particular, encounter high risks and difficulties obtaining employment due to discrimination related to their sexual expressions and identity. It is worth noting that many LGBTQ+ persons possess limited skills, often stemming from poor educational backgrounds, with a considerable number dropping out of school due to family neglect or discrimination based on sexual orientation. This educational disadvantage renders them less competitive in the job market.

For those LGBTQ+ individuals who manage to rise in societal hierarchies, there is a prevalent reluctance to associate with the LGBTQ+ movement due to the fear of stigma associated with such affiliations. This reluctance poses a challenge for the movement to leverage opportunities to elevate its community members. Despite these economic challenges, many LGBTQ+ persons have demonstrated a talent-wise competitive advantage in the creative industry and performing arts. However, the limited promotion of these talents hinders their ability to achieve a better financial standing in society.

Strategies:

1

Formal Education and Skill Development

- a).** Initiate programs focused on formal and vocational education for LGBTQ+ individuals, equipping them with skills relevant for employment.
- b).** Provide training and skill development opportunities to enhance the competitiveness of LGBTQ+ individuals in the job market.

2

Empowerment of LGBTQ+ Elites for Advocacy

- a).** Empower LGBTQ+ elites and individuals in higher political and social positions to actively join the movement for more effective advocacy.

3

Promotion of Talents in Creative Industries

- a).** Implement initiatives that promote the talents of LGBTQ+ individuals, particularly in the creative industry and performing arts.
- b).** Facilitate platforms for showcasing these talents, fostering a supportive environment for their economic growth and recognition.

4

Job Creation and Support for Queer Businesses

- a).** Advocate for the creation of job opportunities specifically for LGBTQ+ persons, addressing the economic disparities they face.
- b).** Support and promote businesses initiated by members of the LGBTQ+ community, contributing to economic empowerment.

Socio-Cultural Environment

Sexuality stands out as one of the most contentious subjects in Uganda, primarily due to the deeply ingrained patriarchal value system that suppresses sexual diversity and confines gender roles within a binary structure, where only heteronormativity finds acceptance. The LGBTQ+ community is often perceived as a foreign neo-colonial perversion, summarily rejected without revisiting pre-colonial history.

Further fueled by religious sentiments, the LGBTQ+ community is met with hate, bitterness, and discrimination, leading to hate crimes, the formation of vigilante groups, and family disassociation. The anti-LGBTQ+ movement, claiming to offer conversion or reparative therapies, misrepresents diverse sexuality as a mental illness. Instances of homelessness, community attacks against queer individuals, and hate speeches in social media and public domains compound the challenges faced by the LGBTQ+ community.

Interestingly, amidst these adversities, many LGBTQ+ individuals adhere to religious beliefs and actively participate in their local churches and mosques. Some even assume leadership roles within religious institutions, while certain religious leaders actively ally themselves with the LGBTQ+ community. This unique setting provides the LGBTQ+ movement with a ray of hope for transformation.

1

Empowerment of LGBTQ+ -Leaning Clerics and Allies

- a).** In this challenging environment, focus on empowering LGBTQ+ -leaning clerics and allies to demystify and reconcile religion with sexuality.
- b).** Provide support and resources to individuals who can engage with religious communities, fostering understanding and acceptance.

2

Encouragement of Scholars and Academicians

- a).** Encourage scholars and academicians to delve into and document pre-colonial cultural practices and sexual behaviors to debunk misinformation.
- b).** Promote research that highlights the rich history of diverse sexualities within Ugandan communities, challenging prevailing stereotypes.

3

Continuous Engagement with Culture and Religious Leaders

- a).** Establish ongoing dialogues with culture and religious leaders, creating spaces for discussions on sexuality and its impact on human beings.
- b).** Facilitate workshops, seminars, and awareness programs that aim to broaden perspectives and dispel misconceptions surrounding LGBTQ+ issues.

4

Continuous Documentation of LGBTQ+ Experiences

- a).** Undertake continuous documentation of the experiences of LGBTQ+ persons in different areas of the country.
- b).** Compile narratives that shed light on the challenges faced by the LGBTQ+ community, creating a body of evidence to support advocacy efforts

Technological Environment

Uganda stands out as one of the fastest-growing third-world countries, boasting a population where 75% is dominated by young people, creating an environment ripe for innovation and active labor. This demographic, characterized by a high level of inquisitiveness, has shown a substantial potential for embracing factual information over hearsay.

The majority of these young individuals, particularly those residing in urban areas, are below the age of 30 and have significant exposure to technology. This tech-savvy environment provides the LGBTQ+ community with a valuable opportunity to mobilize, sensitize, and enlighten the community about their issues, all while minimizing security threats and fostering economic transformation among their members.

Strategies

1

Innovation Hub Establishment

- a).** Leverage the conducive environment to create a hub for fostering innovations and promoting their widespread adoption for public transformation.
- b).** Encourage the LGBTQ+ community to actively engage in innovative initiatives that align with broader societal needs.

2

Utilization of Online Digital Platforms

- a).** Harness the power of online digital platforms to reach a vast audience in a short time, facilitating efficient monitoring of progress.
- b).** Utilize social media, websites, and other digital channels to disseminate information, raise awareness, and engage with the community.

3

Technology for Improved Data Quality and Advocacy

a). Employ technology to enhance data quality and storage, providing a more robust foundation for advocacy efforts. Implement digital tools and platforms for data collection, analysis, and presentation to strengthen the LGBTQ+ community's advocacy initiatives.

4

Technology for Employment and Entrepreneurship

a). Utilize technology as a means of addressing poverty within the LGBTQ+ community by creating employment opportunities and supporting entrepreneurial endeavors.

b). Develop training programs that focus on technological skills, empowering community members to access digital employment and establish tech-driven enterprises.

Natural Environment

(Environmental Impact Assessment)

The LGBTQ+ community in Uganda faces a heightened level of vulnerability due to the impacts of natural environmental disruptions, compounded by existing human rights violations. This community is exposed to dangers arising from environmental disasters, including droughts, food insecurity, landslides, floods, and other potential hazards.

The current anti-homosexuality law further exacerbates their vulnerability, leading to homelessness and increased challenges in coping with the impacts of climate change and other public health emergencies. Recognizing the interconnectedness of human rights and the natural environment, the LGBTQ+ community in Uganda has initiated various efforts to address environmental factors and climate change while promoting LGBTQ+ rights. However, there is a need to expand and garner community support for these initiatives to advance the rights and resilience of LGBTQ+ persons in the country.

Strategies

1

Integrated Advocacy Initiatives

- a).** Develop and implement integrated advocacy initiatives that address both human rights and environmental concerns within the LGBTQ+ community.
- b).** Collaborate with environmental organizations to raise awareness about the specific challenges faced by LGBTQ+ persons in the context of environmental disasters and climate change.

2

Community-Led Environmental Programs

- a).** Facilitate community-led environmental programs that empower LGBTQ+ individuals to address the environmental challenges they face.
- b).** Encourage the formation of community-based initiatives focused on climate resilience, disaster preparedness, and sustainable resource management.

3

Education and Training on Climate Resilience

- a).** Provide education and training programs to equip LGBTQ+ community members with the knowledge and skills necessary to adapt to and mitigate the impacts of climate change.
- b).** Collaborate with environmental experts and organizations to deliver workshops on sustainable practices and resilience-building measures.

4

Strengthening Support Networks

- a).** Establish and strengthen support networks within the LGBTQ+ community that specifically focus on addressing the intersectionality of environmental challenges and human rights violations.

b). Encourage collaboration between LGBTQ+ organizations, environmental groups, and broader community initiatives to create a unified front in advocating for rights and resilience.

GENDER AND SEXUALITY ANALYSIS

Reimagining Uganda strives for comprehensive inclusivity, particularly concerning sexual and gender minority diverse groups and their intersectional groups in the country. While statistical documentation of this population is limited, many activists suggest that approximately 10% of Uganda's population, roughly 4 million people, may be identified as part of the LGBTQ+ community. The majority of this population, however, remains within the heteronormative community, often due to the prevalent stigma, discrimination, and hate directed towards the LGBTQ+ community.

Many Lesbians and gay men find themselves in heterosexual relationships, compelled by social pressure, leading to instances of domestic violence within families. The pressure to conform to societal expectations, rather than love, drives such decisions. This complexity extends to the bisexual category, individuals who belong to both heterosexual and homosexual groups.

Sexual Fluidity:

Sexual fluidity is observed not only within the LGBTQ+ community but also among young people exploring their sexual fantasies and engaging in same-sex activities, often without identifying as LGBTQ+. Economic factors may drive some individuals in the heteronormative community to engage in same-sex relationships for survival, requiring similar health care services and security as LGBTQ+ individuals if discovered.

Gender Identity and Expression:

Transgender and gender non-conforming individuals, considered the face of the LGBTQ+ community, experience heightened incidents of homophobic attacks, violence, and discrimination compared to their cisgender homosexual counterparts. Recognizing these differences is crucial for tailoring protection measures that meet the distinct needs of transgender and gender non-conforming persons. In addition, they may require different health care services that may be expensive on an individual basis.

Gender Roles:

Traditional patriarchal gender roles in Uganda contribute to discrimination against LGBTQ+ persons. Societal expectations around marriage, childbearing, dress codes, and job preferences can result in increased poverty and mental health challenges within the LGBTQ+ community. These initiatives aim to foster understanding, challenge stereotypes, and create a more inclusive and supportive environment for all individuals, regardless of their gender and sexual orientation.

STAKEHOLDER ANALYSIS

STAKEHOLDERS	POWER DYNAMIC ANALYSIS	INTEREST DYNAMIC ANALYSIS	INFLUENCE DYNAMIC ANALYSIS	ENGAGEMENTS IN THE RE-IMAGINING UGANDA PROJECT
Political Leaders	High influence and decision-making power.	Political leaders may have diverse interests, including public opinion, legislative priorities, and national image.	Their support or opposition can significantly impact policy and legal changes.	Advocate for inclusive policies and legal reforms, participate in public awareness campaigns, and collaborate with community leaders to address social issues.
Religious Leaders	Considerable influence, especially within cultural and moral contexts.	May be influenced by religious doctrines and societal values.	Can shape public opinion and influence government policies, particularly on social issues.	Engage religious leaders in open dialogues to foster understanding. Encourage them to promote tolerance and acceptance within their communities. Collaborate on initiatives that align with shared values of compassion and empathy.
Cultural Leaders	Hold influence over cultural norms and traditions	Interests may align with preserving cultural values.	Cultural leaders can influence community perceptions and attitudes.	Involve cultural leaders in awareness campaigns to address misconceptions. Encourage them to be advocates for diversity and inclusion within their communities.
Civil Society Organizations (CSOs)	Significant influence as advocates for societal change.	Focused on human rights, inclusivity, and social justice.	Advocate for policy changes, provide support to marginalized groups	Collaborate with CSOs for advocacy and community outreach. CSOs can contribute to shaping policies, organizing events, and providing

<p>LGBTQ+ Community Organizations:</p>	<p>Limited institutional power but crucial for representing marginalized voices.</p>	<p>Advocating for LGBTQ+ rights, equality, and social acceptance</p>	<p>Can shape public discourse and contribute to policy discussions</p>	<p>Actively involve LGBTQ+ community organizations in the planning and implementation of the project. Their firsthand experiences can guide initiatives, and they can be advocates for change within the community.</p>
<p>Security Organizations (Especially Police)</p>	<p>Hold authority in maintaining law and order.</p>	<p>Focus on public safety and enforcing existing laws</p>	<p>Can impact the safety and security of LGBTQ+ community members</p>	<p>Conduct sensitivity training for law enforcement on LGBTQ+ issues. Foster positive relationships between the police and the LGBTQ+ community to ensure their safety and protection.</p>
<p>NGO Registration Bureau and Uganda Registration Bureau</p>	<p>Administrative control over NGO registrations and government documentation.</p>	<p>Ensuring compliance with regulations and legal frameworks.</p>	<p>Can affect the legal status and recognition of organizations involved in the project.</p>	<p>The project will ensure compliance with the regulations and legal flame work and engage these bodies to Advocate for streamlined processes for NGOs addressing LGBTQ+ rights.</p>
<p>LGBTQ+ Community Members</p>	<p>Individually may have limited power but collectively are influential.</p>	<p>Ensuring equal rights, anti-discrimination, and social acceptance</p>	<p>Personal stories and experiences can shape public sentiment and policy discourse.</p>	<p>These are the top beneficiaries of the project and shall be engaged and empowered to share their stories and experiences. Involve them in awareness campaigns, workshops, and individual Economic, community-building activities.</p>

<p>Education Institutes and Academicians</p>	<p>Influence in shaping education policies and societal perspectives</p>	<p>Academic freedom, diversity, and inclusion in education.</p>	<p>Research and education can contribute to changing societal attitudes.</p>	<p>Engage educational institutions to promote diversity and inclusion. Collaborate with academicians for research on LGBTQ+ issues, and integrate inclusive curricula.</p>
<p>Donors (International and Local)</p>	<p>Hold significant financial influence and may influence project direction</p>	<p>Often focused on specific causes such as human rights, LGBTQ+ rights, or social development</p>	<p>Financial contributions can impact the scale and scope of the project, and donors may require adherence to certain values or principles.</p>	<p>Seek financial support from donors for project implementation. Keep them informed about project progress and impact. Align project goals with donor priorities to secure ongoing support.</p>
<p>International Bodies (e.g., United Nations, Human Rights Organizations)</p>	<p>Hold global influence and set international standards</p>	<p>Human rights, inclusivity, and adherence to international norms</p>	<p>Can provide advocacy, expertise, and global visibility. May influence national policies through international pressure</p>	<p>Seek guidance and support from international bodies in advocating for human rights and LGBTQ+ rights on a global scale. Use their platforms to highlight the project and seek assistance in navigating international standards.</p>

SWOT ANALYSIS

STRENGTH	WEAKNESS	OPPORTUNITY	THREATS
<ol style="list-style-type: none"> 1. Uganda citizens irrespective of gender identity and sexual orientation generally protected under the law 2. Multi-talented LGBTQ+ individuals 3. Resilience and some solidarity within the community 4. Availability of financial and technical resources 5. Availability of existing Organization structures in form of organizations, support groups, alliances and businesses 6. We know who we are/ Firm identity. 	<ol style="list-style-type: none"> 1. Repressive legal environment 2. Illiteracy/ high School dropout rate leading to ignorance 3. High poverty levels 4. Internal and external divisions 5. Fewer and unreliable allies 6. Unsustainable and unreliable funding 7. Low skills in financial management 8. Lack of overall community solidarity. 9. High donor dependence. 10. Lack of control of funding of community resources / Most funding goes through hoops and loops 11. Queer data is stolen/ exploited 	<ol style="list-style-type: none"> 1. Available Funds 2. Stronger partnerships and collaborations 3. Collective voices of organizations and community members. 4. Queer Specific Academia and Research 5. Vibrant young leaders 6. Technology and Innovation to support queer causes 7. International Support and allies from around the world 8. The anti-gay law provides opportunity for organizing, getting allies and legal reforms 	<ol style="list-style-type: none"> 1. Internal moles/ the ex-gay movement 2. Biased mindsets and bad manners/indiscipline 3. The AHA and related laws 4. Prevailing misguided Cultural and religious attitudes 5. Strong donor dependence 6. International support viewed with suspicion and propaganda by government actors and opposition 7. The emerging African anti-gender movement.

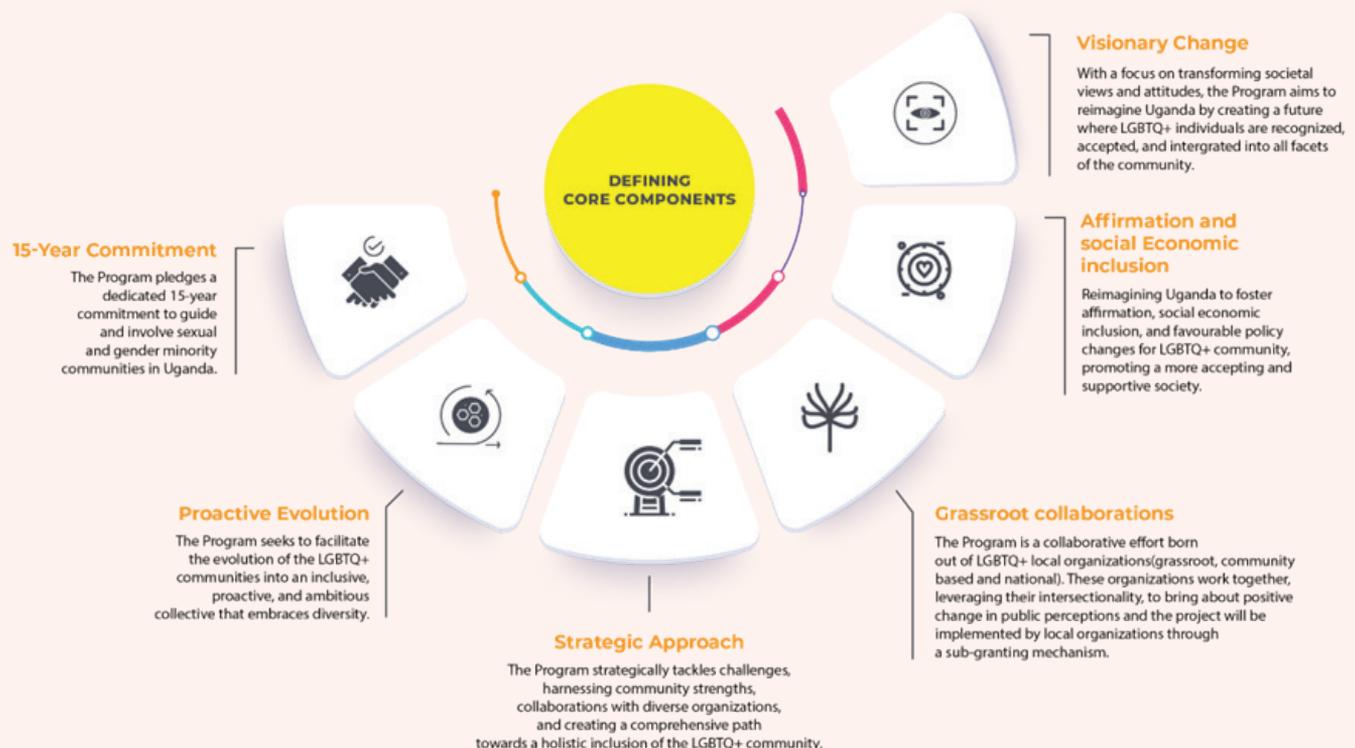
STRATEGIC DIRECTION 2024-2038

DEFINING THE PROGRAM (Reimagining Uganda Program)

The Reimagining Uganda Initiative is a visionary and transformative 15-year program, spanning from 2024 to 2038, dedicated to advancing LGBTQ+ rights and fostering societal acceptance within Uganda. This initiative stands out by departing from conventional reactive approaches, opting instead for a strategic and proactive response to the challenges faced by LGBTQ+ communities.

At its core, the Reimagining Uganda Initiative is a product of collaborations among LGBTQ+ local organizations (community based, national and grass root organizations). These organizations, coming together with a commitment to intersectionality, have collectively brainstormed ideas to bring about a comprehensive shift in public views and attitudes towards the LGBTQ+ community. The program recognizes LGBTQ+ individuals in Uganda as its primary stakeholders and envisions guiding and involving sexual and gender minority communities on a transformative journey.

RE-IMAGINING UGANDA DEFINING CORE COMPONENTS



MISSION

To create a safer, inclusive, and empowering environment where LGBTQ+ individuals thrive and enjoy all human rights without discrimination.

VISION

A Ugandan LGBTQ+ Community fully respected, accepted, thriving, included and protected.

OVERALL OBJECTIVE

To systemically transform Uganda into an inclusive society that embraces the rights of the LGBTQ+ community while cultivating socially, economically, and legally empowered individuals by 2038.



OUR MISSION

To create a safer, inclusive, and empowering environment where LGBTQ+ individuals thrive and enjoy all human rights without discrimination.



OUR VISION

A Ugandan LGBTQ+ Community fully respected, accepted, thriving, included and protected.



OVERALL OBJECTIVE

To systemically transform Uganda into an inclusive society that embraces the rights of the LGBTQ+ community while cultivating socially, economically, and legally empowered individuals by 2038.

VALUES

The initiative was built on eight values agreed upon by the convening members as defined below;

- **Inclusivity (Leave no one behind):** The commitment to inclusivity reflects the understanding that the success of the initiative depends on the active participation and representation of all members of the LGBTQ+ community.
- **Teamwork (We thrive together):** Collaboration is highlighted as a key value, emphasizing the collective effort needed to bring about positive change.
- **Excellence (We ride on quality and equity):** The pursuit of excellence implies a commitment to high standards and fairness, ensuring that the initiative is both effective and just.
- **Fun, Affirmation & Gratitude:** Including "Fun" as a value suggests a recognition of the importance of joy and well-being within the LGBTQ+ community, promoting a positive and affirming atmosphere.
- **Responsible Accountability:** Accountability is highlighted as a responsibility, indicating a commitment to transparent and ethical conduct in all endeavors.
- **Proactivity:** The emphasis on proactivity suggests a forward-thinking approach, advocating for solutions and strategies that are proactive rather than reactive.
- **Meaningful, Organic Response:** This value likely emphasizes the importance of responses and actions that are thoughtful, genuine, and tailored to the specific needs of the LGBTQ+ community in Uganda.
- **Ambition to Grow or Improve Ourselves/Self-Empowerment:** This value indicates a commitment to continuous improvement and personal growth, emphasizing empowerment as a means to drive positive change.

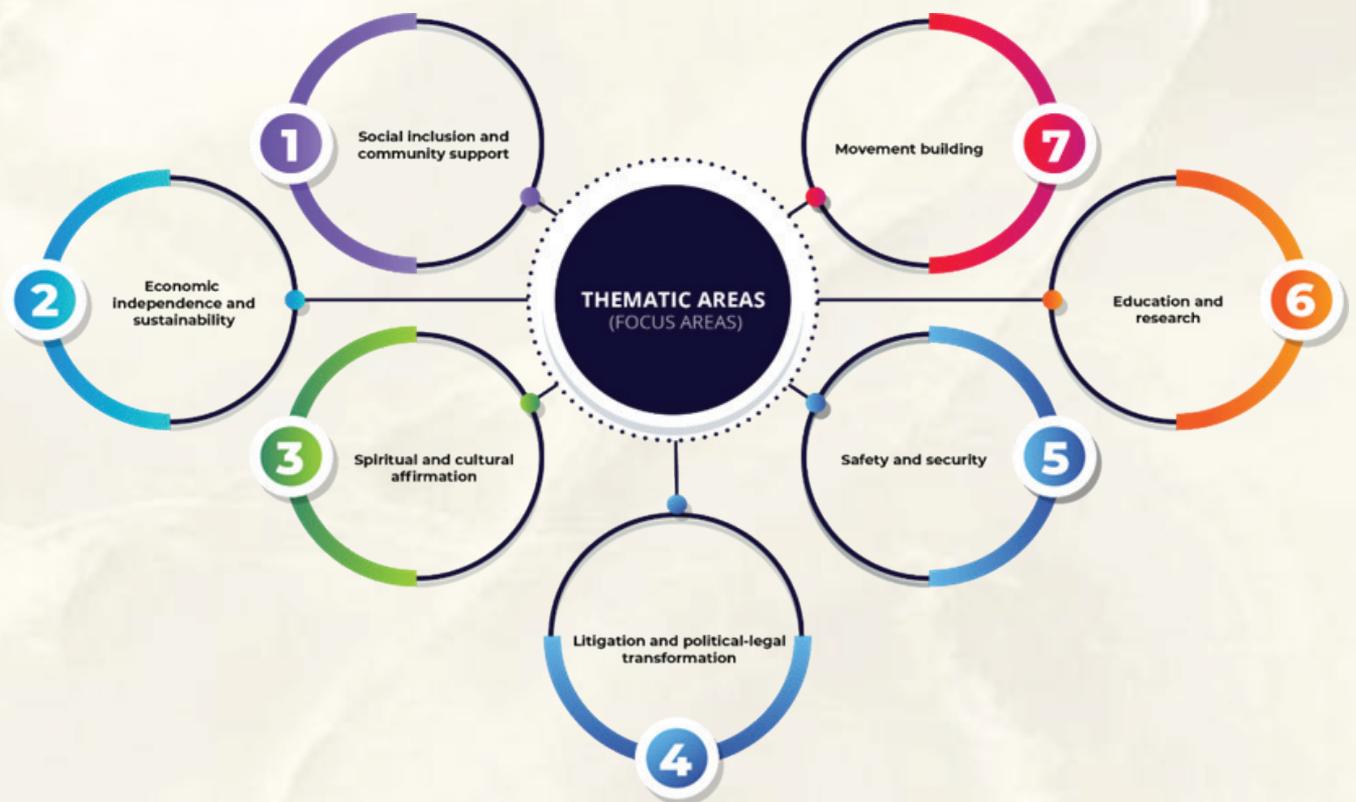
ILLUSTRATION OF THE VALUES



THEMATIC AREAS

(FOCUS AREAS)

To be able to fulfill the mission and the overall objective, the program will be implemented in seven thematic areas, which include the following:



- Social inclusion and community support
- Economic independence and sustainability
- Spiritual and cultural affirmation
- Litigation and political-legal transformation
- Safety and security
- Education and research
- Movement building

DEFINING THEMATIC AREAS

Each thematic area carries a specific strategic objective through which categorical strategies and interventions are implemented to fulfill the overall objective of this program. To maintain an international standard, each thematic area is well aligned with the UN-SDG but also bears in mind the Uganda National Development Plan (NDPIII) and vision 2040 to ensure inclusivity of the LGBTQ+ persons and complementarity to the development of the country as whole.

These thematic areas are defined as below.

1). Social inclusion and community support

Social inclusion at its core, is a process through which communities ensure access to opportunities and resources so that all individuals, regardless of their background or status can achieve their potential, participate fully in economic, social, and political realms and have a voice in decisions that affect them. Currently in Uganda the LGBTQ+ community has been highly excluded and their views disregarded to such extent that their every existence is outlawed under the law stemming from the penal code article 145 and the Anti-homosexuality 2023. And this has a huge impact on this minority group in expressing their views in all aspects of life including attainment of social services, health care, and organizing as a community to obtain their needed support.

Specific objective 1: To Foster LGBTQ+ inclusion in Uganda by implementing community support initiatives, improving access to essential services, and amplifying community voice in order to empower individuals to participate fully in all aspects of society.

Under this specific objective, this thematic area aligning with SDG 3.3, 3.7, 3.8, 5.1, 5.2, 10.2, 11.1 will focus on interventions needed to promote inclusion of LGBTQ+ people in public spaces and programs using the following strategic interventions;

a). Create and promote LGBTQ+ community support interventions to serve as social enablers and as flexible approaches to empowering LGBTQ+ individuals claim public spaces without stigma and discrimination. These may include but are not limited to emergency and crisis response, safe housing, creating safe and bold spaces for LGBTQ+ community interaction to enhance a sense of belonging, sensitization and confidence building dialogues.

b). Improving accessibility to non-discriminatory social and healthcare services like health care, SRHR, mental health support, financial services, housing services, others to LGBTQ+ through advocacy, service provision, awareness creation and lobby for representation.

c). Amplifying community voices through public campaigns, mainstream and social media innovations and support and promotion of community led initiatives that empower LGBTQ+ individuals to articulate their special needs, concerns and aspirations.

2). Economic independence and sustainability

These thematic areas focus on creating an empowering environment for LGBTQ+ persons to engage in the economic development of the country without discrimination in a way to eradicate poverty among community members. It aims at promoting equity for LGBTQ+ persons to compete in society Without prejudice due to their sexual orientation, gender identity or expression.

This thematic area will operate under this specific objective:

To create an empowering working environment and empower the LGBTQ+ community for economic development and sustainability.

Interventions in this thematic area will include the following categories.

a). Influencing and advocating for inclusive economic policies and creating safe workplaces for LGBTQ+ Persons.

b). Empower LGBTQ+ persons with employable skills and supporting the development and competence of LGBTQ+ based enterprises and development groups for sustainable growth.

3). Spiritual and cultural affirmation.

This thematic area involves reconciliation of the LGBTQ+ communities with their spiritual and cultural lineage while ensuring significant reduction practices that may propagate harm to the LGBTQ+ individual and create social stereotypes that may later result in two criminal practices and the raising of vigilante extremists from cultural and religious institutes in defense of poorly conceived cultural views.

Specific objective: To create a supportive spiritual and cultural environment preserving personal integrity and dignity of the LGBTQ+ persons in Uganda. This thematic area will be implemented under 3 main strategic interventions and these include;

a). Creating active alliances with religious and Culture Institutes and leaders to initiate programs that are inclusive, informative and prevent stereotypes around LGBTQ+ Issues.

b). Reconciliation of families and supporting LGBTQ+ parents and parents of the LGBTQ+ Persons.

c). Creating accountability systems for vices perpetrated by religious and Culture Institutes and individuals that may harm the LGBTQ+ community and Individuals or creates negative stereotypes against the LGBTQ+ persons in society and this may include conversion therapy sexual, abuse hate speech and harmful preaching.

4). Litigation and political-legal transformation

This thematic area aims at ensuring access to justice and ensuring a transformed Legal regime that supports the rights of LGBTQ+ persons.

Specific objective: To improve the access to justice and transform the legal regime into a supportive and protective environment to LGBTQ+ Communities with representation in political spaces.

And this will be implemented under the following categories of interventions.

a). Supporting community led Litigation processes and strengthening of LGBTQ+ community legal support systems.

b). Supporting civic education in diplomatic engagements, lobby and advocacy for LGBTQ+ community members and leaders.

c). Promotion and support of LGBTQ+ persons and allies to undertake representative leadership in the country.

5). Safety and security

This thematic area aims at enhancing the security and safety of organizations and frontline LGBTQ+ human rights defenders to enable them carry on with advocacy in safe and secure Ways, develop active security back up plans but also ensure that they are not mentally deprived due to compassion fatigue, Social-media attacks and public insults.

This theme has a focus on Frontline rights defenders and advocates of human rights other than the General LGBTQ+ community.

Specific objective: To enhance the security and safety of organizations and frontline LGBTQ+ human rights defenders actively engaging in LGBTQ+ ight advocacy.

This will be implemented under the following strategic interventions

- a).** Implementing Innovations around collective HRD under attack security alerting systems, locating, quick response, evacuation, relocation processes and training.
- b).** Mental health support programs for HRDs.
- c).** Safety and security measures and equipment at personal and organizational level on physical and cyber platforms.

6). Education and research

This thematic area focuses on 2 components : education and research.

It's in the light of the disparities befalling the LGBTQ+ community due to the educational environment being discriminatory presenting with bully tactics and exclusive policies that deprive LGBTQ+ from accessing educational advancement or even receiving basic education unlike the rest of the population in the country.

The other component is the research and data on issues surrounding LGBTQ+ less available and those trying to carry it out criminalized and given no accreditation and in the end LGBTQ+ persons are not considered in the national plans as vulnerable groups needing protection and assistance.

This thematic area intends to empower LGBTQ+ community members to advance education, advocate for an inclusive educational environment and push for inclusion in research in institutions of higher learning and statistical elements at national level.

This thematic area is highly bent on establishment of strategic allyships, substantive advocacy in educational institutes and community mindset change and it will be implemented based on this objective.

Specific objective:

- 1).** To transform the educational system of Uganda to inclusively enable LGBTQ+ persons access education advancement as any other citizen
- 2).** To advocate and enhance statistical inclusion of LGBTQ+ issues into researchable data.

Strategic intervention:

- a).** Creating allyships with international communities, universities and institutes that can enhance advancement of LGBTQ+ community members education and mindset change programs for LGBTQ+ community members to take on educational advancement.
- b).** Advocate for an inclusive education environment and policies that reduce discrimination of LGBTQ+ persons in the educational system.
- c).** Create allyships and collaboration with government entities, University Professors and other individuals that can enable accreditation of research on LGBTQ+ issues.
- d).** Enabling community organizations to carry out credible research through training and establishment of review committees.

7). Movement building:

Reimagining Uganda is an LGBTQ+ community-based initiative working toward pushing interests of the LGBTQ+ community as a whole and this thematic area focuses on ensuring that no part of the community is left behind. There is reasonable accountability of all players to each other and progress is enabled and monitored.

Specific objective: To galvanize the building of a strong and resilient LGBTQ+ movement in Uganda able to work cohesively and accountability to advance human rights of the LGBTQ+ community in its intersections.

Intervention

- a).** Strengthening the capacity of the Reimagining Uganda project to fundraise and implement the strategic plan and monitor its progress at all levels of implementation. This will be done through recruitment of technical staff, equipping the project with necessary equipment and continuous capacity building of staff affiliated to this project.
- b).** Innovations that enable organizations to collectively feed into the-sible and adaptable.
- c).** Building capacities of organizations to carry out goal-oriented advocacy, community accountability and cross learning.
- d).** Creation and promotion of Strategic allyship to the LGBTQ+ movement in Uganda.

e). Identify and promote innovations that involve interorganizational collaborations, community celebrations, mutuality and collective community action that can address emerging humanitarian crises .e. disasters, public health outbreaks and environmental issues etc –that may have a detrimental impact on the LGBTQ+ rights.

THEMATIC AREAS STRATEGIC OUT-LOOK TABLE

THEMATIC AREA	SPECIFIC OBJECTIVES	STRATEGIC INTERVENTIONS	STRATEGIC INTERVENTION OUTCOMES
1 Social inclusion and community support.	<p><u>Specific Objective 1:</u></p> <p>To Foster LGBTQ+ inclusion in Uganda by implementing community support initiatives, improving access to essential services, and amplifying community voice in order to empower individuals to participate fully in all aspects of society.</p>	<p>1a) Create and promote LGBTQ+ community support interventions; to serve as social enablers and as flexible approaches to empowering LGBTQ+ individuals claim public spaces without stigma and discrimination. These may include but are not limited to emergency and crisis response, safe housing, creating safe spaces for LGBTQ+ community interaction to enhance a sense of belonging, sensitization and confidence building dialogues.</p> <p>1b)Activities Improving accessibility to non-discriminatory social and healthcare services like HIV health care, SRHR, mental health support, financial services, and others to LGBTQ+ through advocacy, service provision, awareness creation and lobby for representation.</p>	<p><u>Immediate OC:</u> improved emergency response mechanisms,strengthened safe housing initiatives,emergency of safe spaces for community interaction,sensitization and confidence building.</p> <p><u>Intermediate OC:</u> Increased sense of belonging and protection, reduced stigma and increased access to public spaces.</p> <p><u>Immediate OC:</u> Increased awareness about LGBTQ+ issues by service providers,increased representation and confidence in service centers by LGBTQ+ persons.</p> <p><u>Intermediate OC:</u> Increased access to social services and Substantial consideration of LGBTQ+ issues in service provision, increased uptake of tailored essential health services (such as HIV healthcare,SRHR mental health support) and financial services by LGBTQ+ Persons.</p>

<p>2</p>	<p>Economic independence and sustainability.</p>	<p>Specific Objective 2: To create a safe working environment and empower the LGBTQ+ community for economic development and sustainability.</p>	<p>2a) Influencing and advocating for inclusive economic policies and creating safe workplaces for LGBTQ+ Persons.</p> <p>2b) Empower LGBTQ+ persons with employable skills and support the development and competence of LGBTQ+ based enterprises and groups for sustainable growth.</p>	<p>Immediate OC: Increased awareness of LGBTQ+ issues at workplaces.</p> <p>Intermediate OC: Improved workplace policies and environment inclusive of LGBTQ+ workers, Increased equal economic opportunities for LGBTQ+ individuals, improved work retention leading to greater financial security for LGBTQ+ people.</p> <p>Immediate OC: acquisition of employable skill and increased competence for job opportunities, increased support and uprising of LGBTQ+ -based business enterprises and groups.</p> <p>Intermediate OC : increased employment of LGBTQ+ persons, growing and thriving LGBTQ+ enterprises competitive for public opportunities.</p>
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<p>3</p>	<p>Spiritual and cultural affirmation.</p>	<p><u>Specific objective 3.</u> To create a supportive spiritual and cultural environment preserving personal integrity and dignity of the LGBTQ+ person in Uganda.</p>	<p>3a) Creating active alliances with religious and Culture Institutes and leaders to initiate programs that are inclusive, informative and prevent stereotypes around LGBTQ+ Issues.</p> <p>3b) Reconciliation of families and supporting LGBTQ+ parents and parents of the LGBTQ+ Persons.</p> <p>3c) Creating accountability systems for vices perpetrated by religious and Culture Institutes and individual that may harm the LGBTQ+ community and Individuals or creates negatives stereotypes</p>	<p><u>Immediate oc:</u> Established alliances with religious and cultural institutes and leader,initiated LGBTQ+ inclusive and informative programs</p> <p><u>Intermediate OC:</u> Reduced stereotypes and stigmatization surrounding LGBTQ+ issues in religious and cultural communities resulting in to increased acceptance and support for LGBTQ+ persons</p> <p><u>Immediate OC:</u> Established family reconciliation initiatives, developed support systems for LGBTQ+ parents or individuals with LGBTQ+ children.</p> <p><u>Intermediate OC:</u> Strengthened cohesion with improved familial relationships and increased support for LGBTQ+ individuals within their own families and acceptance of LGBTQ+ parenting.</p> <p><u>Immediate OC:</u> Increased awareness and recognition of these harmful practices.</p> <p><u>intermediate OC:</u> This will lead to public condemnation and pressure for change,</p>
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4	<p>Litigation and political-legal transformation.</p>	<p>Specific objective 4. To improve the access to justice and transform the legal regime into a supportive and protective environment to LGBTQ+ Communities with representation in political spaces.</p>	<p>4a) Supporting community led Litigation processes and strengthening of LGBTQ+ Q+ community legal support systems.</p> <p>4b) Supporting civic education in diplomatic engagements, lobby and advocacy for LGBTQ+ community members and leaders.</p> <p>4c) Promotion and support of LGBTQ+ persons and allies to undertake representative leadership in the country.</p>	<p>Increased access to justice for LGBTQ+ individuals. Successful prosecution of perpetrators of discrimination and violence against the community, and setting precedents to deter future offenses.</p> <p>Improved skills in Diplomatic lobby and advocacy for the right of the LGBTQ+ community by community leaders</p> <p>Increased representation and empowerment of LGBTQ+ individuals in decision-making positions. More policies and legislation that better protect and advance the rights of the community.</p>
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5	<p>Safety and security.</p>	<p><u>Specific objective 5.</u></p> <p>To enhance the security and safety of organizations and frontline LGBTQT+ human rights defenders actively engaging in LGBTQ+ right advocacy.</p>	<p>5a) Implementing Innovations around collective HRD under attack security alerting systems, locating, quick response, evacuation, relocation processes and training.</p>	<p>Enhanced safety and protection for human rights defenders facing threats or attacks.</p>
			<p>5b) Mental health support programs for HRDs.</p>	<p>Improved well-being and resilience of HRDs who often face significant stress, trauma, and burnout.</p>
			<p>5c) Safety and security measures and equipment at personal and organizational level on physical and cyber platforms.</p>	<p>Increased protection against physical attacks and cyber threats targeting HRDs and organizations</p>

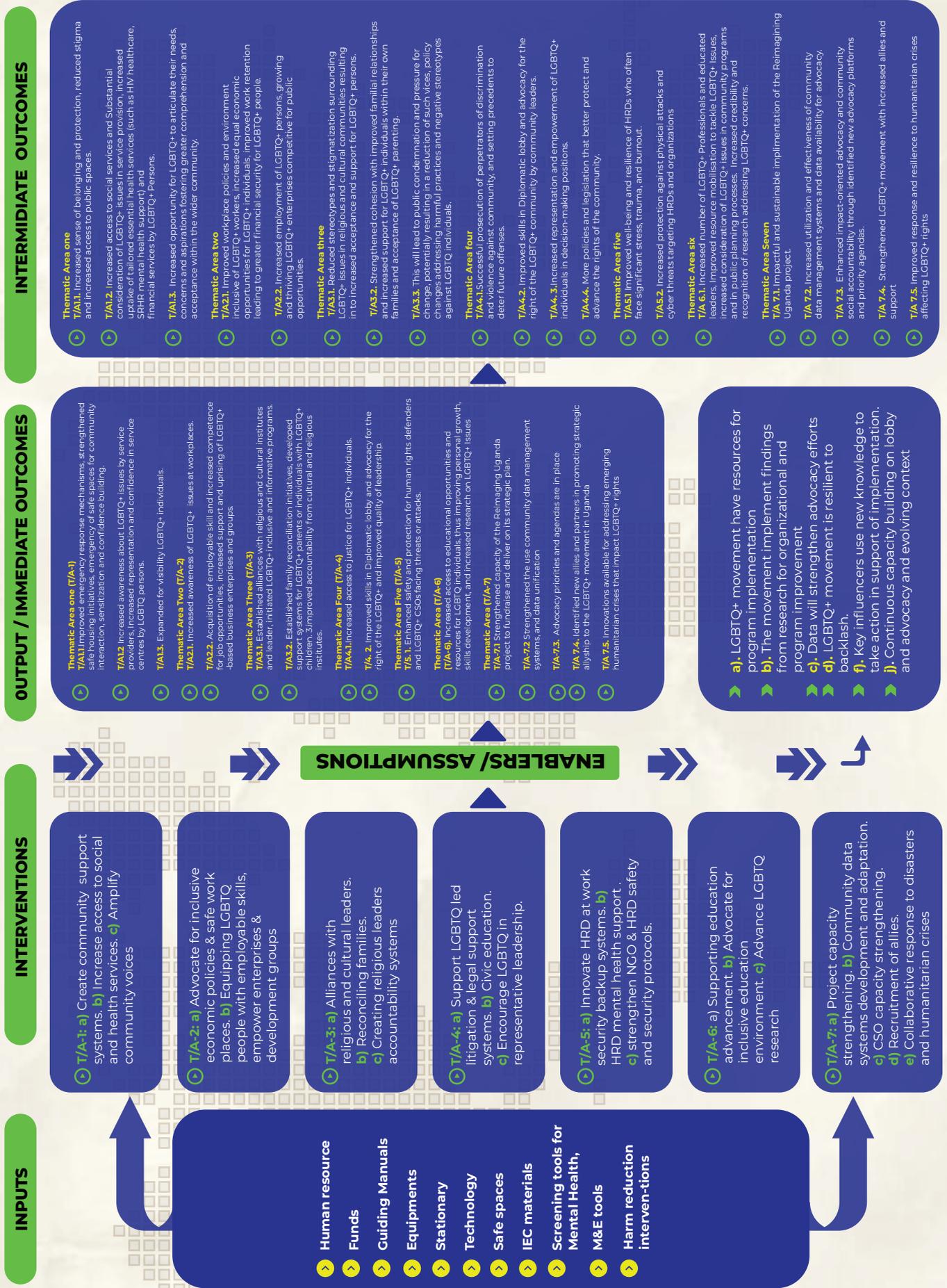
<p>6 Education and research.</p>	<p>Specific objective 6.</p> <ol style="list-style-type: none"> 1.To transform the educational system of Uganda to inclusively enable LGBTQ+ persons access education advancement as any other citizen. 2. To advocate and enhance statistical inclusion of LGBTQ+ issues into researchable data. 	<p>6a) Creating allyships with international communities, universities and institutes that can enhance advancement of LGBTQ+ community members education and mindset change programs for LGBTQ+ community members to take on educational advancement.</p>	<p>Increased access to educational opportunities and resources for LGBTQ+ individuals, thus improving personal growth, skills development, and empowerment.</p> <p>More safe and supportive environments are created for better academic performance, overall well-being, and improved educational experiences for the LGBTQ+ students.</p>
<p>6b) Advocate for an inclusive education environment and policies that reduce discrimination of LGBTQ+ persons in the educational system.</p>	<p>6c) Create allyships and collaboration with government entities, University Professors and other individuals that can enable accreditation of research on LGBTQ+ issues.</p>	<p>Increased credibility and recognition of research addressing LGBTQ+ concerns</p>	

<p>7</p> <p>Movement building.</p>	<p><u>Specific objective7.</u></p> <p>To galvanize the building of a strong and resilient LGBTQ+ movement in Uganda that is able to work cohesively and accountability to advance human rights of the LGBTQ+ community in its diversity. .</p>	<p>7a) Strengthening the capacity of the Reimaging Uganda project to fundraise and deliver on its strategic plan and monitor its progress in the ecosystem of its implementation. This will be done through recruitment of technical staff, equipping the project with necessary equipment and continuous staff capacity development to ensure adaptation and learning.</p> <p>7b) Creating Innovative data collection tools feeding into other community data management systems and making them easily accessible and adaptable.</p> <p>7c) Advocacy capacity Assessments, and capacity enhancement of Reimagining Uganda sub grantees and partner organizations to carry out</p>	<p><u>immediate output/result</u></p> <ul style="list-style-type: none"> - Strengthened capacity of the Reimaging Uganda project to fundraise and deliver on its strategic plan <p><u>Outcomes</u></p> <ul style="list-style-type: none"> - Improved fundraising and delivery of the strategic plan by the Reimaging Uganda project <p><u>immediate output/result</u></p> <ul style="list-style-type: none"> - strengthening the use community data management systems, and data unification <p><u>Outcomes</u></p> <ul style="list-style-type: none"> - Increased utilization and effectiveness of community data management systems and data availability for advocacy. <p><u>immediate output/result</u></p> <p>Advocacy priorities and agendas are in place</p>
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THEORY OF CHANGE

If comprehensive and strategic interventions are implemented to address social, economic, and legal barriers faced by LGBTQ+ individuals in Uganda, then there will be a measurable increase in societal acceptance, respect, and protection of the LGBTQ+ community. This increase in acceptance and protection will create an environment where LGBTQ+ individuals can thrive, contribute to society, and enjoy their human rights without discrimination.

DIAGRAMMATIC REPRESENTATION OF THE THEORY OF CHANGE



LONG TERM OUTCOMES

INDICATORS

OVERALL GOAL

VISION

Thematic Area one

- 1.1. Increased social inclusion and community support for LGBTQ+ individuals.
- 1.2. Improved utilization of SRHR, Mental health and HIV response services among queer community members

Thematic Area two

- 2.1. Economically sustainable and independent LGBTQ+ communities.

Thematic Area three

- 3.1. A more inclusive cultural and religious environment (without discrimination and prejudice against LGBTQ+ persons)

Thematic Area four

- 4.1. Improved access to justice and a transformed legal regime that supports and protects the LGBTQ+ community.

Thematic Area five

- 5.1. Resilient, vocal and safe HRDs and LGBTQ+ organisations.

Thematic Area six

- 6.1. A well-resourced, researched and informed community.

Thematic Area seven

- 7.1. Sustainable, diverse and united movement that Drives Change and working together to advances LGBTQ+ rights.

Indicators for Thematic Area One:

- Percentage positive increase in public attitudes towards social inclusion and community support for LGBTQ individuals
- Number of community support groups and organizations specifically catering to the needs of LGBTQ+ individuals
- Increase in the number of social media campaigns and events promoting social inclusion for the LGBTQ+ community

Indicators for Thematic Area Two:

- Percentage increase in utilization of SRHR, Mental health, and HIV response services by queer community members
- Number of workshops and training programs conducted on the importance of SRHR, Mental health, and HIV response for the queer community
- Increase in funding allocated to SRHR, Mental health, and HIV response services targeted towards the queer community

Indicators for Thematic Area Three:

- Reduction in instances of discrimination and prejudice against LGBTQ+ persons in cultural and religious environments
- Number of policies implemented to ensure inclusive practices in cultural and religious institutions
- Percentage increase in participation and representation of LGBTQ+ persons in cultural and religious events and activities

Indicators for Thematic Area Four:

- Increase in access to justice for LGBTQIA community members through legal services and support
- Number of policy changes and legislative reforms that protect and support the LGBTQ+ community
- Reduction in cases of discrimination and violence against the LGBTQ+ community reported to law enforcement
- Number of LGBTQ+ person and allies in representative leadership at different levels.

Indicators for Thematic Area Five:

- Reduction in hate crimes and raids against LGBTQ HRDs and organizations.
- number of innovations and systems safe guarding HRDs and CSOs
- Number of local LGBTQ+ CSO with installed security protocol.

Indicators for Thematic Area Six:

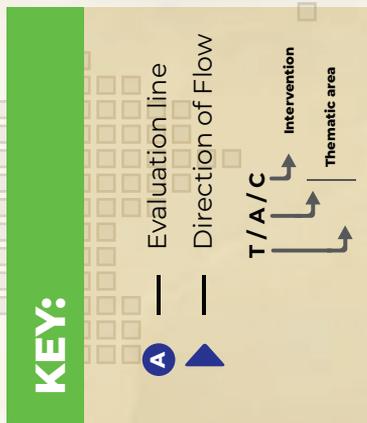
- Increase in financial resources accessible to the LGBTQ community through grants, funding, and sponsorship
- Number of information and resource centers catering to the needs of the LGBTQ+ community
- Number of LGBTQ+ professionals that produced from the program.
- Number of public projects with LGBTQ+ Components backed up by LGBTQ+ research
- Number of researches accredited and published.

Indicators for Thematic Area Seven:

- Level of collaboration and coordination between various LGBTQ + organizations and movements
- Number of New partnerships, allies and collaborations established with local government leaders, law enforcement community elites to promote dignity and respect for LGBTQ+ persons
- Increase in positive media representation and public discourse surrounding LGBTQ+ issues, driven by the united movement

To systemically transform Uganda into an inclusive society that embraces the rights of the LGBTQ+ community while cultivating socially, economically, and legally empowered individuals by 2038.

A Ugandan LGBT Community fully respected, accepted, thriving and protected.



THE THEORY OF CHANGE. (T.O.C EXPLANATION)

Social inclusion and community support

If there is creation and promotion of LGBTQ+ community support interventions (i.e. improved accessibility to non-discriminatory social and healthcare services) to serve as social enablers and empowerment of LGBTQ+ individuals to claim public spaces without stigma and discrimination, then this will lead to Increased acceptance, and inclusivity for LGBTQ+ individuals. Such enhanced inclusiveness will contribute to increased access to social services and substantial consideration of LGBTQ+ issues in service provision, increased uptake of tailored essential health services (such as HIV /AIDS healthcare, SRHR, and mental health support) and financial support services for LGBTQ+ Persons, thus, leading to enhanced social inclusion and community support for LGBTQ+ individuals **(T/A LO1.1)**

Economic independence and sustainability

If there are created safe workplaces and inclusive economic policies (ie fiscal inclusion of minority groups) for LGBTQ+ Persons that enhance equal opportunities for development, then this will create opportunities or growth with expanded livelihood skills, and financial literacy (through Capacity strengthening for Small Micro Enterprises (SMEs)) for the LGBTQ+ community. The expanded and deepened livelihood and financial literacy skills will increase employment of LGBTQ+ persons in the growing and thriving LGBTQ+ enterprises that are competitive for public opportunities, thus leading to creation of a platform for formation of empowerment groups, and establishment of joint business ventures, that will improve the community savings, and building a strong and sustainable community that is free from economic dependence **(T/A LO2.1)**.

Spiritual and cultural Affirmation

If there is creation of active alliances with religious and Culture Institutions through empowerment on queer concepts, and initiation of programs by religious and Cultural leaders that are inclusive, informative and prevent stereotypes around LGBTQ+ Issues, this will foster greater empathy towards LGBTQ+ persons. This will in turn promote peace and co-existence campaigns through strong community reconciliation, and creation of accountability systems for vices perpetrated against LGBTQ+ community and Individuals. This enhanced coexistence will result in increased social cohesion, acceptance and support for LGBTQ+ persons **(T/A IO3.1)** characterized by a more inclusive cultural and religious environment. Such social cohesion will further strengthen the movement in addressing opposition and ultimately leading to a more inclusive cultural and religious environment (without discrimination and prejudice against LGBTQ+ persons) **(T/A LO3.1)**.

Litigation and political legal transformation

If there is continuous capacity building of consortiums, communities in legal response, alliances, and individuals on civic education, representative leadership, laws and policies, lobby and advocacy and the changing context (assumption j), then the LGBTQ+ movement will have an improved ability to undertake advocacy for a transformed legal regime that supports and protects the LGBTQ+ community. Such abilities will further enable the LGBTQ+ CSOs and movement to undertake strategic litigation, advocacy and amplify their effectiveness in advocating for significant legal reforms, thereby, leading to increased representation and empowerment of LGBTQ+ individuals in decision-making positions (T/A IO 4.3). This will enable the LGBTQ+ community's participation in legal support systems and diplomatic engagements thus leading to an improved access to justice and a transformed legal regime that supports and protects the LGBTQ+ community (T/A LO4.1).

Safety and Security

If there are continuous efforts to engage different groups of people in society on attitude change towards the LGBTQ+ community (assumption p), and challenging discrimination, stigma, and violence (assumption q), this will result in a decrease in reports of fear and security threats among the LGBTQ+ community. Equally, If the LGBTQ+ movement has adequate resources (assumption b) through supporting community shelters and safe housing options, Safety and security measures (including self-defense and trainings), and Mental health support programs for Human Rights Defenders (HRDs), this will contribute to heightened safety, and improved well-being and resilience of HRDs who often face significant stress, trauma, and burnout (T/A IO5.1). Similarly this will strengthen protection against physical attacks and cyber threats targeting HRDs and organizations (T/A IO 5.2).

This will be part of the resilience enhanced in addition to the better comprehension and knowledge on the queer concepts by the law enforcers. Such resilience will enable the LGBTQ+ movement to develop creative push-back strategies and innovations to support collective documentation i.e. on attacks against LGBTQ+ community and Human Rights Defenders, quick response, evacuation, relocation processes and training, thus strengthening the safety of HRDs and LGBTQ+ organizations (T/A LO5.1).

Education and research

When there is creation of allyships with international communities, universities and institutions through inclusive education environment, credible research and policies that can enhance advancement of LGBTQ+ community members education and mindset change programs for LGBTQ+ community members to take on educational advancement, this will contribute to the creation of a more inclusive and equal society that is educated, informed, and demonstrates awareness about LGBTQ+ issues .

This will further reinforce the need for educational institutions and communities to actively work towards eliminating discrimination and creating supportive environments for LGBTQ+ individuals. Similarly, if there is a commitment from policymakers and decision-makers to promote and protect the rights of the LGBTQ+ community, it will create data driven education policy frameworks that uphold human rights and equality. Such enhanced equality in education will provide a solid foundation for educational institutions, research institutions, and stakeholders to prioritize and invest in initiatives that address the specific needs and challenges faced by the LGBTQ+ community which will contribute to development of an integrated of all-inclusive curriculum and resources in some educational institutions to enhance the understanding and application of knowledge on LGBTQ+ issues, and contribute to increased number of LGBTQ+ Professionals and educated eaders.

This will be an advancement in improving the understanding and acceptance of the LGBTQ+ community in the society --thereby increasing participation of the LGBTQ+ members in credible research that contribute to the generation of valuable insights and perspectives on LGBTQ+ issues as a tandem to building a well resourced and informed community (T/A LO6.1).

Movement Building

If the LGBTQ+ movement is capacitated (through the formed linkages (consortiums, alliances) and inter-movement dialogues –at national, regional, and global level)), this will strengthen the capabilities of the LGBTQ+ community CSOs, organizations and individuals. Equally, If there is strengthening of capacities of the Reimaging Uganda project members through fundraising programmes to implement the strategic plan, monitor its progress, strengthen the community data systems, Strategic allyship, identify and promote innovations that involve inter-organizational collaborations, and collective community action that can address emerging humanitaria crises, this will support proactive programme implementation responsive to the needs of the community and strengthened effective evidence based advocacy. Such advocacy informed by evidence will enable the LGBTQ+ organizations, individuals, and movements to exhibit capacities for a sustainable, diverse and united movement that drives change and working together to advance LGBTQ+ rights (T/A LO7.1).

THEORY OF CHANGE IMPLEMENTATION STRATEGIES AND ASSUMPTIONS.

<p>1. Partnerships and Collaborations</p>	<p>Reimagining Uganda seeks to expand and explore new and transformational partnerships and collaborations; including more interactions with the Ministries, funding agencies, local civil society, and the private sector. The target communities interact with a wide range of people from a wide range of sectors. Interaction between the target communities impacts positively or negatively in the rights of the target constituency. Reimagining Uganda Program, will therefore, engage them formally and pursue constructive dialogue aimed at achieving the strategic intents of this 15-year Strategic Plan</p>	<p>A. LGBTQ+ movement have resources for program implementation.</p> <p>B. The movement implements findings from research for organizational and program improvement.</p> <p>C. Data will strengthen advocacy efforts.</p>
<p>2. Strategic communication</p>	<p>Strategic communication will be pivotal in transforming the LGBTQ+ community in Uganda during the implementation of the Reimagining Uganda. We shall develop and implement targeted communication efforts to influence attitudes, behaviors, and policies related to LGBTQ+ issues. One aspect of strategic communication will be crafting messages that resonate and are tailored to different audiences. The language and its framing will be relatable and persuasive, such that the program can effectively communicate the importance of LGBTQ+ rights and inclusion. This strategy also aims to challenge stereotypes, dispel myths, and promote understanding among the wider public, as well as countering the backlash. Another component of strategic communication that the program will utilize is targeting various communication channels to reach different segments of society in a tactical way. This will include traditional media, social media platforms, community radio stations, and interpersonal communication. By utilizing a mix of channels, the program will ensure that its messages reach diverse audiences, including policymakers, community leaders, and the general public. This strategy aims to create a dialogue, raise awareness, and foster support for LGBTQ+ rights and</p>	<p>D. LGBTQ+ movement is resilient to backlash.</p> <p>E. Key influencers use new knowledge to take action in support of implementation.</p> <p>F. Continuous capacity building on lobby and advocacy and evolving context.</p> <p>G. Empowered policy makers become champions that advocate for a better environment that addresses the</p>



3. Cross learning and sharing

Cross learning and sharing are a transformative strategy that will outstanding impact LGBTQ+ community organizing in Uganda, during the implementation of the Reimagining Uganda Program. It will encompass creating platforms and opportunities for the LGBTQ+ community to come together, exchange knowledge, and learn from each other's experiences. The cross learning and sharing will include aspects such as organizing workshops, exhibitions, conferences, and forums where the community stakeholders can share their successes, challenges, and lessons learned in LGBTQ+ rights advocacy during the implementation of the program. This will allow for the exchange of best practices, innovative approaches, and strategies that have worked in different contexts. By learning from each other, the community will better enhance understanding and effectiveness in LGBTQ+ community organizing. This strategy leads to improved collaboration, coordination, and synergy among stakeholders. Furthermore, the cross learning and sharing will involve facilitating peer-to-peer learning and mentorship programs. This can be done by pairing experienced LGBTQ+ activists and organizations with emerging ones, allowing for the transfer of knowledge, skills, and resources. By fostering mentorship relationships, the program will strengthen the capacity of emerging activists and organizations, ensuring the sustainability of LGBTQ+ community organizing efforts which will promote a sense of solidarity, support, and growth within the LGBTQ+ community.

H. Policy makers, religious and cultural leaders are willing to change their opinion regarding LGBTQ+ persons and act accordingly.

I. Government repeals punitive and non-progressive laws and policies on LGBTQ+ community.

J. Community members use obtained knowledge.

K. LGBTQ+ community is aware of its rights and willing to claim them.

L. Engaging different groups of people in society can lead to changes in attitudes towards the LGBTQ+ community.

M. Continuous efforts to address and challenge discrimination, stigma, and violence against the LGBTQ+ community at societal and institutional levels.

N. When there is strengthened LGBTQ+ community social cohesion.

<p>4. Working with duty bearers</p>	<p>During the implementation of the program, we will be vigilant in ensuring Reimagining Uganda is well positioned to engage duty bearers and participate in planning cycles of local government, national, line Ministries of health, and Ministry justice and constitutional affairs, including bilateral and multilateral funding mechanisms such as GF and PEPFAR to ensure that the needs of the LGBTQ+ community are included, prioritized, promoted and implemented. We will facilitate annual member retreats to make focused and deep reflections on Reimagining Uganda’s continued relevance to emerging needs and challenges, and how effective it is in engaging the service providers/duty bearers.</p>	<p>O). If there are opportunities for development, including for LGBTQ+ .</p>
<p>5. Lobby and Advocacy</p>	<p>Reimagining Uganda Programme will work closely with and engage the existing advocacy spaces but also work with justice systems. This will aim to integrate PANEL principles of human rights-based approach at all levels. These are: participation, accountability, non-discrimination and equality, empowerment and legality. This will foster meaningful involvement and participation of LGBTQ+ Movement in political and other spaces as leaders. We will also promote the principle of “Do No Harm” (DNH) so as not to hurt the community either physically or emotionally in all humanity & inclusion’s practices. We will apply advocacy through the above principles to tackle and explore new, controversial, overlooked and neglected human rights issues for the targeted constituency including LGBTQ+ community members who are survivors of violence after the enactment of the AHA, 2023.</p>	

6. Connecting with the beneficiaries

LGBTQ+ community in Uganda faces immense challenges, including discrimination, violence, and limited access to resources and services. By actively connecting with the beneficiaries, the program will address these challenges more effectively and ensure that their needs are met based on their priorities. We recognize that one way to connect with the beneficiaries is by building relationships and trust. This has been done by engaging the LGBTQ+ community during the co-creation physical convening for planning the journey of Reimagining Uganda. We further plan to engage more activists, and organizations that work directly with the LGBTQ+ community which is essential in establishing open lines of communication, listen to their concerns, and involve them in decision-making processes. By doing so, the program will ensure that the community's voices and experiences are taken into account, leading to more relevant and impactful interventions.

The program will also use surveys, interviews, and focus group discussions to ensure that the program is community owned. By collecting data and gaining insights into their experiences, the program will be able to tailor its activities and interventions to address the specific issues faced by the LGBTQ+ community as well as making it responsive and relevant, ultimately leading to better outcomes. Furthermore, involving the beneficiaries in the implementation of the program will empower the LGBTQ+ community. This will be done by providing opportunities for leadership development, capacity building, and skills training. By equipping the community with the necessary tools and knowledge, they will be able to take ownership of their rights and advocate for their needs more effectively.

7. Positive content production.

Positive content production is a changing strategy that will importantly impact LGBTQ+ community movement in Uganda during the implementation of the Reimagining Uganda. In a society where LGBTQ+ individuals often face discrimination and stigma, positive content can challenge stereotypes, promote acceptance, and create a more supportive environment.

Creating positive content will involve highlighting the stories, experiences, and achievements of LGBTQ+ individuals. This will be done through various mediums such as social media campaigns, documentaries, articles, and storytelling platforms. By showcasing positive role models and success stories within the LGBTQ+ community, the program will be able to counter negative narratives and portray a more accurate and inclusive representation.

The strategy will play a crucial role in educating the public and raising awareness about LGBTQ+ issues. By presenting accurate information, debunking myths and addressing misconceptions, the program will foster a culture of empathy and understanding. This strategy further aims to change societal attitudes and perceptions towards the LGBTQ+ community, ultimately reducing discrimination and promoting acceptance.

8. Stakeholder capacity building

This strategy will integrate provision of training, resources, and support to individuals and organizations that work with the LGBTQ+ community. Capacity building aims to enhance the knowledge, skills, and understanding of stakeholders regarding LGBTQ+ issues. This will be achieved through workshops, seminars, mentorship programs, and networking opportunities. By equipping LGBTQ+ community and other stakeholders with the necessary tools and knowledge, they will be better advocates for the rights and needs of the queer community. This strategy will ensure that stakeholders are informed, competent, and confident in their work, leading to more effective and impactful interventions. The strategy will also promote collaboration and coordination among stakeholders. By bringing together individuals and organizations working in the same field, the program will foster a sense of community and solidarity, thus allowing sharing of best practices, resources, and experiences, leading to a more coordinated and holistic approach to LGBTQ+ community organizing in Uganda.

9. Technology for Community strengthening

Reimagining Uganda seeks to strengthen digital approaches in all operations –advocacy, communication, implementation, research and monitoring, evaluation and learning. We envisage establishing a strong partnership with resource institutions and academia. Technology will further be an aiding tool in documenting, and implementing our interventions. We shall utilize our online set up systems to share a compendium of best practices and models for key populations; conduct relevant periodic human rights related safety and security, and operational digital research to inform advocacy and other actions; prepare quarterly digital newsletters through which to share knowledge, solicit voices, feedback and communicate widely the new evidence and update the fraternity and other stakeholders on what works and not. We will build the capacity of teams to use safe and modern technology to document best practices and other pertinent issues to take to scale; conduct post AHA violence analysis and share violence statistics to fast-track issues of violence and community resilience. We will also promote community-based service tracking of LGBTQ+ services through social accountability approaches such as a balanced community scorecard, community score and citizen report cards (all online based) to generate evidence for informing our strategic actions.

10. Engaging influencers in Behavioral change communication strategies

This strategy is a 'second chance pillar' that empowers LGBTQ+ community in behavioral change and long-term livelihoods through role models (using more sustainable mindset change and strengthening pathways). Additionally, this strategy provides a platform for mentorships to emerging and young leaders to fire them up and prepare them to advance the health and human rights of the member consistency. The program will ensure that seasoned advocates are available to systematically provide the needed mentorships and ensure that they are capable successors to maintain strong leadership and governance across the community.

IMPLEMENTATION PLAN FOR RE-IMAGINING UGANDA (2024-2038)

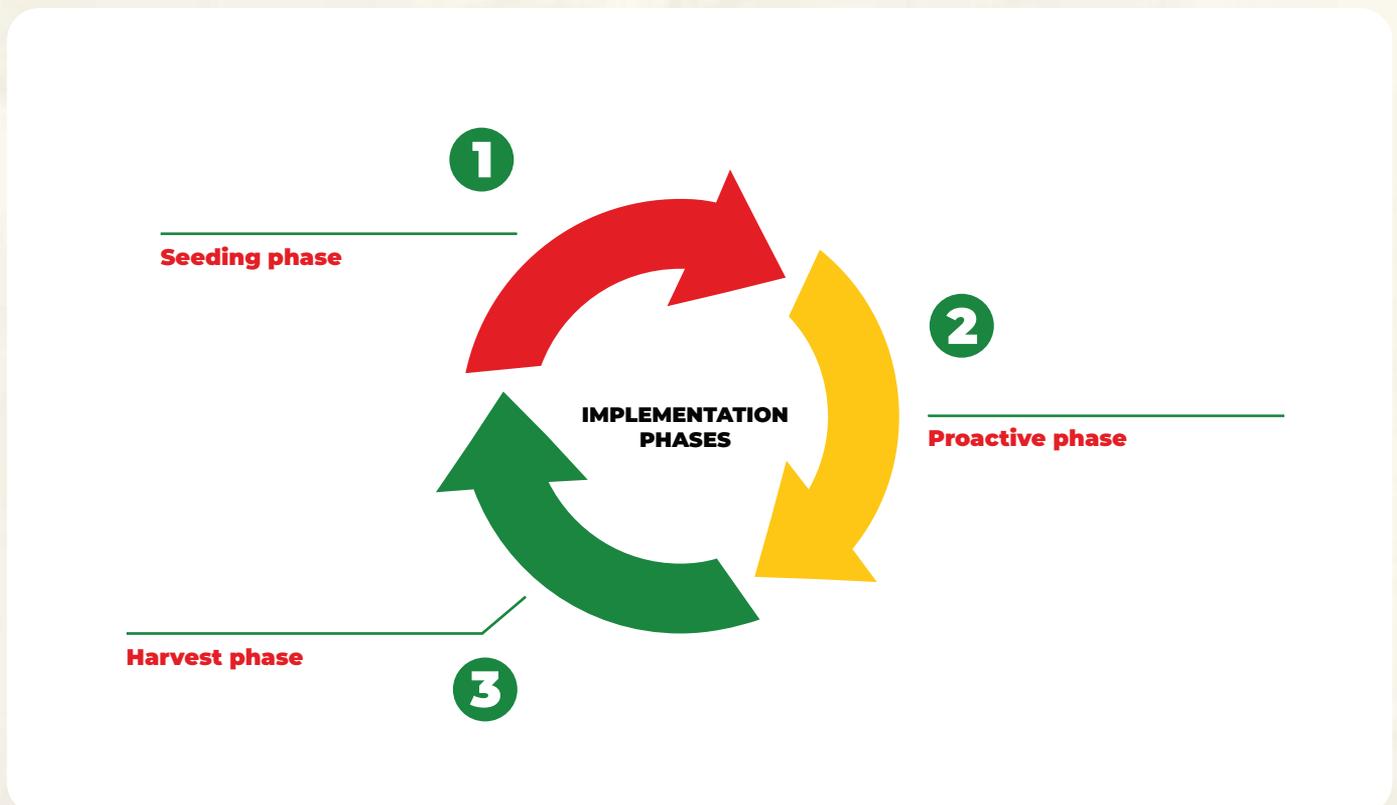
The implementation of the reimagining Uganda has a span of 15 years with 5 implementation cycles each of 3 years. At the end of every implementation cycle is a review of the general implementation plan and at the end of each year is a quality improvement (score card) and learning session. Each cycle is made of 3 phases of implementation for every intervention in the thematic area and these are makers of achievement milestones.

These phases include:

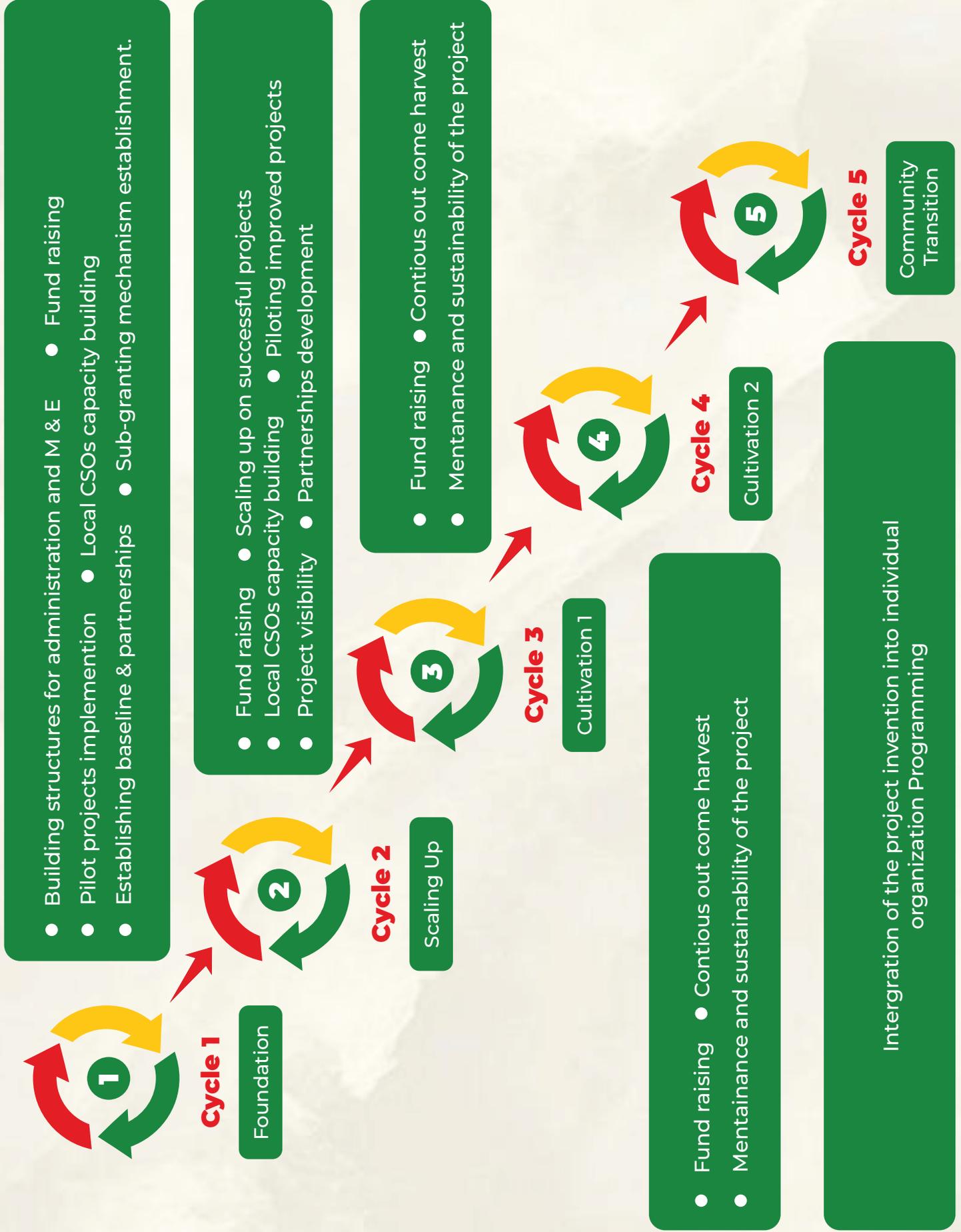
Seeding phase: Which involves introduction of an intervention, laying its foundations and planning.

Proactive phase : This involves sustaining and scaling up expanding partnership and funding resources for the projects.

Harvesting: This phase involves learning, interventional implementation plan reviews and outcome harvests inclusive of target community score cards.



CYCLES OF IMPLEMENTATION 2024-2038



CYCLE 1 DETAILED IMPLEMENTATION PLAN

THEMATIC AREA OBJECTIVE	INTERVENTION	STRATEGIES	YEAR 1				YEAR 2				KEY OUTPUTS	KEY INDICATORS	RESPONSIBLE PERSON, RESOURCES NEEDED & STATUS				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
T/A 1: Social inclusion and community support	T/A 1.A Create community support systems	8. Stakeholder partnership and collaborations 9. Technology for community strengthening 10. Engaging influencers in behavioral change communication. 5. Lobby and Advocacy. 6. Establishment and sustaining emergency support.	1s	1s	1s	2s	3s	3s	3s	3s	3s	3s	3s	Improved emergency response mechanism Strengthened safe housing Creation of safe spaces for community interaction and confidence bringing Increased public sensitization on LGBTQ+ issues	Number of individuals supported Number of supporting initiatives, Community and organizations specifically catering to the needs of the LGBTQ+ persons	Responsibility Project coordinator and the M&E. Resources Goodwill of members, and stakeholders, Technical and financial resources PROJECT STATUS IN PLAN	
			2	2	2	2	2	2	2	2	2	2	2				2
			2	2	2	2	2	2	2	2	2	2	2				2

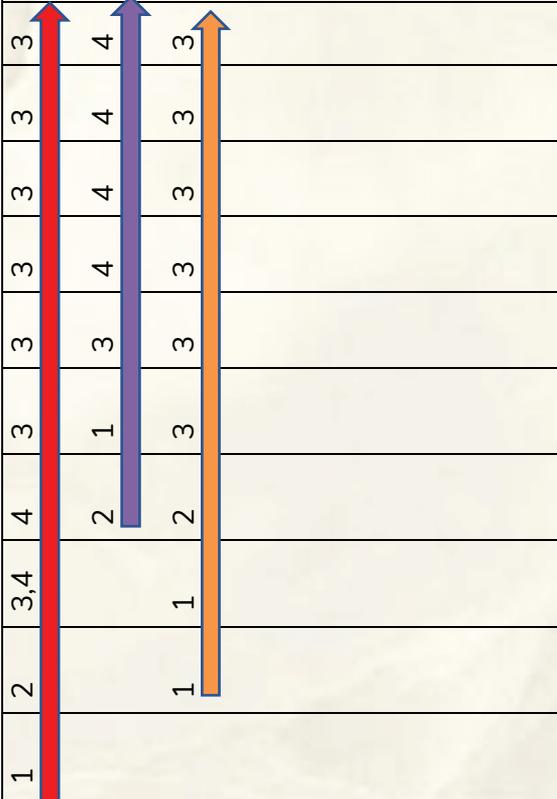


<p>T/A 1 B Increase access to social and health services</p>	<p>4. Working with duty bearers 9. Stakeholder partnership and collaborations 3. Cross learning, trainings, and sharing 2. Strategic communication</p>	<p>1</p>	<p>1</p>	<p>2</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>Increase awareness about LGBTQ+ issues among service providers Increased representation in service centers Improved access to LGBTQ+ tailored services</p>	<p>Decrease in the number of cases of discrimination in service centers. Improved policies inclusive of LGBTQ+ issues in service centers. Increase in the number of LGBTQ+ individuals accessing LGBTQ+ tailored services. Number of initiatives tackling access to health and other social services.</p>	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>											
<p>T/A 1 C Amplify community voices</p>	<p>Partnership and collaborations for social cohesion dialogues. Strategic communication. Technology Engaging influencers.</p>	<p>1</p>	<p>1</p>	<p>2</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>Increase in the number of social media campaigns. Number of emerging community influencers on media platforms</p>	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>												

<p>T/A 2 A Advocate for inclusive economic policies & safe workplaces</p>	<p>Policy advocacy and lobbying Workplace sensitization and training</p>	<p>1</p>	<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Responsibility Project coordinator and the M&E.</p>
<p>T/A 2 B Equipping LGBTQ+ people with employable skills, empower enterprises & development</p>	<p>Skills development and training programs Support for LGBTQ+ owned enterprises and support groups Advocacy and lobby</p>	<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>2</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Responsibility Project coordinator and the M&E.</p>	

Level of employment and retention of jobs in the LGBTQ+ community. Number of LGBTQ+ employees reporting comfort at their workplaces. Number of solved cases involving LGBTQ+ rights violations at work places. Number of workplaces with inclusive policies.

Increased awareness of LGBTQ+ issues at workplaces. Creation of LGBTQ+ grievance redressal committees. Improved work policies

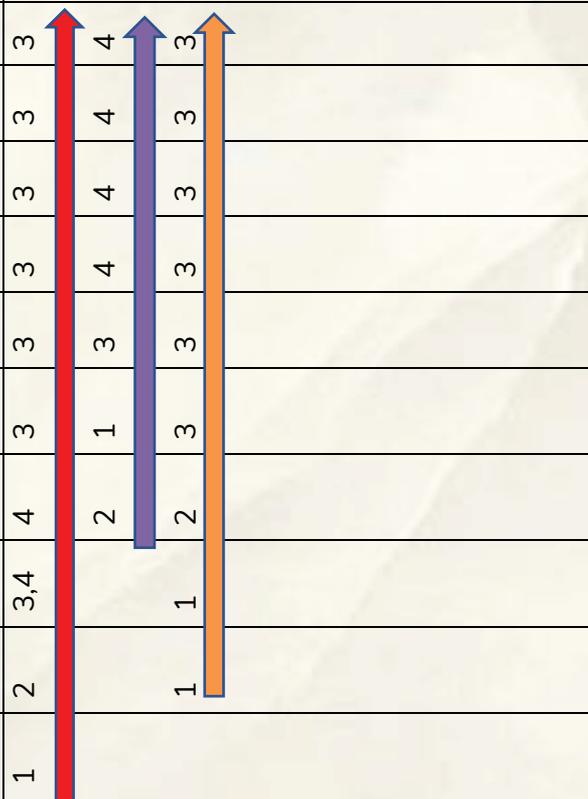


Resources
Goodwill of members, and stakeholders, Technical and financial resources

PROJECT STATUS
IN PLAN

Number of individuals trained in employable skills
Number of new enterprises led by LGBTQ+ persons through the program
Number of attitude change initiatives
Level of support towards LGBTQ+ led enterprises

Sprouting the thriving LGBTQ+ led enterprises.
Improved attitudes towards job creation
Increased competency for job opportunities.



Resources
Goodwill of members, and stakeholders, Technical and financial resources

PROJECT STATUS
IN PLAN



<p>T/A 3A Alliances with religious and cultural leaders</p>	<p>Strategic communications, dialogues and trainings Stakeholder Partnerships and collaborations Lobby and advocacy</p>		<p>1</p>	<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Increased established alliances with religious leaders and institutions Initiated LGBTQ+ inclusive and informative programs</p>	<p>Number of religious and cultural leaders engaged in dialogues and training. Number of religious institutes engaged. Number of inclusive LGBTQ+ programs started. Number of dialogues conducted</p>	<p>Responsibility Project coordinator and the M&E. Resources Goodwill of members, and stakeholders, Technical and financial resources PROJECT STATUS IN PLAN</p>
<p>T/A 3B Reconciling families</p>	<p>Stakeholder Partnerships and collaborations. Strategic communications, dialogues and training. Cross learning and sharing, Positive content production</p>		<p>1</p>	<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Established family reconciliation initiatives. Developed support systems for the LGBTQ+ parents or individuals with the LGBTQ+ children.</p>	<p>Number of strategies created to reconcile families Number of families reconciled Number of initiatives supporting LGBTQ+ parents Number of parents trained on LGBTQ+ issues</p>	<p>Responsibility Project coordinator and the M&E. Resources Goodwill of members, and stakeholders, Technical and financial resources PROJECT STATUS IN PLAN</p>

<p>T/A 3C Creating religious leaders accountability systems</p>	<p>Partnerships and collaborations Lobby and advocacy Establishment of accountability systems</p>		<p>1</p>	<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Improved accountability from religious and cultural institutes. Decrease in human rights violations from religious and cultural institutes</p>	<p>Number of cases of human rights violations on religious and cultural institutions documented and brought to justice Level of change of attitude towards religious and cultural perpetrators</p>	<p>Responsibility Project coordinator and the M&E. Resources Goodwill of members, and stakeholders, Technical and financial resources PROJECT STATUS IN PLAN</p>
<p>T/A 4A Support LGBTQ+ led litigation & legal support systems</p>	<p>Stakeholder engagement Resource mobilization Monitoring and documenting human rights violations</p>		<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Increased access to justice for LGBTQ+ individuals</p>	<p>Number of policy changes and legislative reforms that protect and support the LGBTQ+ community. Number of LGBTQ+ persons and organizations assisted in legal matters. number of laws and policies being challenged in the litigation. Number of meetings conducted</p>	<p>Responsibility Project coordinator and the M&E. Resources Goodwill of members, and stakeholders, Technical and financial resources PROJECT STATUS IN PLAN</p>

T/A 4B Civic education	Stakeholder engagement Training and strategic communication Resource mobilization Partnerships and collaborations		1	1	2	3,4	4	3	3	3	3	Increase in the knowledge about the civic responsibilities (LGBTQ+) persons as members of the society	Number of LGBTQ+ persons trained.	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>
T/A 4C Encourage LGBTQ+ in representative leadership	Stakeholder engagement Training and strategic communication Resource mobilization Partnerships and collaborations		1	1	2	3,4	4	3	3	3	3	Increase involvement of LGBTQ+ persons and allies in representative leadership of the country	Number of LGBTQ+ persons and allies in representative leadership at different levels.	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>



<p>T/A 5A Innovate HRD at work security backup systems</p>	<p>Stakeholder engagement and trainings Lobby and advocacy Partnership and collaborations Resource mobilization Technology and innovation.</p>		<p>1</p>	<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Reduction in hate crimes and raids against LGBTQ+ HRDs and organizations.</p>	<p>Number of innovations for HRD protection.</p>	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>
<p>T/A 5B HRD mental health support.</p>	<p>Stakeholder engagement and training. Lobby and advocacy. Partnership and collaborations. Resource mobilization. Technology and innovation.</p>		<p>1</p>	<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Improved mental well-being and resilience from burnouts</p>	<p>Number of mental health initiatives created. Number of HRDs Engaged.</p>	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>



<p>T/A 5C Strengthen NGO & HRD safety and security protocols.</p>	<p>Partnership collaborations. Resource mobilization. Technology and innovation.</p>		1	1	2	3,4	4	3	3	3	3	<p>Reduction in hate crimes and raids against LGBTQ+ HRDs and organizations.</p>	<p>Number of local LGBTQ+ CSO with installed security protocol.</p>	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>
<p>T/A 6A Supporting education advancement</p>	<p>Partnership collaborations. Resource mobilization. Technology and innovation.</p>		1	1	2	3,4	4	3	3	3	3	<p>A well-resourced, researched and informed community</p>	<p>Number of community members advancing education. Number of collaborations with educational institutes established. Number of LGBTQ+ professionals produced from the program.</p>	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>



<p>T/A 6B Advocate for inclusive education</p>	<p>Advocacy and lobby. Partners and collaboration. Training and strategic communication.</p>		<p>1</p>	<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Number of policies and mechanisms created to create an inclusive education environment.</p>	<p>Responsibility Project coordinator and the M&E.</p>
<p>T/A 6C Advocate LGBTQ+ research</p>	<p>Stakeholder engagement. Training and capacity building on research. Partnerships and collaborations. Advocacy and Lobby.</p>		<p>1</p>	<p>1</p>	<p>2</p>	<p>3,4</p>	<p>4</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Number of public projects with LGBTQ+ components backed by LGBTQ+ research</p>	<p>Responsibility Project coordinator and the M&E.</p>	
<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>
<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>

Safer and inclusive educational environment facilitating learning

Increase in credible research on LGBTQ+ issues influencing policy advocacy.

Number of policies and mechanisms created to create an inclusive education environment.

Number of public projects with LGBTQ+ components backed by LGBTQ+ research

Numbers of researches accredited and published

Established of LGBTQ+ research review committee.

Responsibility
Project coordinator and the M&E.

Resources
Goodwill of members, and stakeholders, Technical and financial resources

PROJECT STATUS
IN PLAN

Responsibility
Project coordinator and the M&E.

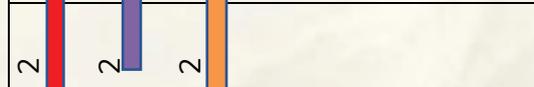
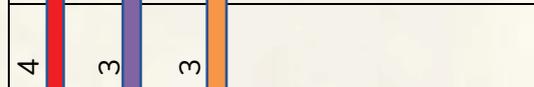
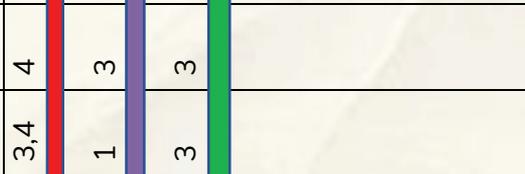
Resources
Goodwill of members, and stakeholders, Technical and financial resources

PROJECT STATUS
IN PLAN



T/A 7A Project capacity strengthening	Governance and administrative structural development. Staff training. Development of a sub-granting mechanism. Resource mobilization to run the project.	1,2,3,4	1,2,3,4	1,2,3,4	1,2,3,4	1,2,3,4	1,2,3,4	1,2,3,4	1,2,3,4	1,2,3,4	Strengthened capacity of the program to fund raise and deliver on its strategic plan.	Number of technical staff employed for the program implementation. Number of equipment, soft-wares and gadgets purchased. Number of policies developed. Establishment of governance structures. Number of staff capacity building trainings	<u>Responsibility</u> Project coordinator and the M&E. <u>Resources</u> Goodwill of members, and stakeholders, Technical and financial resources PROJECT STATUS IN PLAN
		all				4	4	4	4	4			
		all					3	3	3	3			
T/A 7B Community data systems development and adaptation	Partnership and collaborations. Training and effective communication. Innovation and technology. Resource mobilization.	1	1	2	3,4	4	3	3	3	3	Improved use of community data systems and data unification	Level of use data systems developed. Number of systems developed.	<u>Responsibility</u> Project coordinator and the M&E. <u>Resources</u> Goodwill of members, and stakeholders, Technical and financial resources PROJECT STATUS IN PLAN
			1	2	3,4	4	3	3	3	3			
			1	2	3	3	3	3	3	3			



<p>T/A 7C CSO capacity strengthening</p>	<p>Needs assessment LGBTQ+ partner CSOs. Training and strategic communication. Stakeholder engagements.</p>				<p>1 2 3,4 4 3 3 3 3 3</p> 	<p>1 2 3 4 3 3 3 3 3</p> 	<p>1 2 3 4 3 3 3 3 3</p> 	<p>Improved capacity to deliver on proposed priorities in the strategic plan by local organizations</p>	<p>Number of capacity building training.</p>	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>
<p>T/A 7D Recruitment of allies</p>	<p>Training and strategy communication Lobby and advocacy. Collaborative engagements.</p>			<p>1 2 3 4 3 3 3 3 3</p> 	<p>1 2 3 4 3 3 3 3 3</p> 	<p>1 2 3 4 3 3 3 3 3</p> 	<p>Increased number of strategic allies joining the movement</p>	<p>Number of new partnerships, allies and collaborations established with local government leader, law enforcement community elites to promote dignity for LGBTQ+ person</p>	<p>Responsibility Project coordinator and the M&E.</p> <p>Resources Goodwill of members, and stakeholders, Technical and financial resources</p> <p>PROJECT STATUS IN PLAN</p>	

	1h	- Consolidate gains and sustain successful initiatives.
	2h	- Disseminate best practices and lessons learned.
	3h	- Strengthen local capacities for long-term sustainability.
Harvest Phase		
Prepare for the next project cycle with updated assessments and plans.		
STATUS		
CAUTIONS	- Continue with subsequent 3-year cycles, adapting strategies based on ongoing evaluations and changing circumstances.	
	- Maintain flexibility to respond to emerging needs and opportunities.	
	Ensure continuity of efforts towards achieving long-term sustainable development goals.	

PROGRAM MONITORING AND EVALUATION PLAN

For the success of the Reimagining Uganda program , We recognize the critical importance of implementing a robust M&E plan to effectively track our progress, measure impact, and ensure accountability in our efforts to advance LGBTQ+ rights and social inclusion in Uganda. Here's how we'll approach it:

M&E Objective

Our M&E plan aims to assess the progress, effectiveness, and impact of the Reimagining Uganda program in achieving its goals and objectives related to systemically transforming Uganda into an inclusive society that embraces the rights of the LGBTQ+ community while cultivating socially, economically, and legally empowered individuals within the LGBTQ+ community by 2038. This plan will guide us in staying accountable to our mission and making informed decisions throughout the project implementation period.

Monitoring and Evaluation Methodologies:

a. Baseline Surveys:

At the outset of the program, we'll conduct baseline surveys to establish key indicators related to LGBTQ+ rights, socioeconomic status, environmental vulnerabilities, and community perceptions. This will provide us with a baseline against which we can measure changes over time.

b. Quantitative Data Collection:

We'll employ quantitative methods such as surveys, questionnaires, and data analysis of project activities and outcomes. This will enable us to track progress against predetermined indicators and targets with precision.

c. Qualitative Data Collection:

In addition to quantitative data, we'll gather qualitative insights through interviews, focus group discussions, and case studies. These qualitative methods will help us capture the nuances and context surrounding the quantitative findings.

d. Participatory Approaches:

We're committed to engaging project stakeholders, including LGBTQ+ individuals, community leaders, allies, and experts, in participatory monitoring and evaluation processes. Their active involvement will ensure that our M&E efforts are inclusive and reflect the diverse perspectives of those we aim to serve.

e. Data Analysis:

We'll regularly analyze the data we collect to assess progress, identify trends, challenges, and opportunities, and inform decision-making. We'll leverage statistical software and qualitative analysis techniques to derive meaningful insights from our data.

f. Outcome Mapping:

Using outcome mapping techniques, we'll map the project's progress in terms of changes in behavior, relationships, actions, and policies within the LGBTQ+ community and broader society. This approach will help us understand the pathways to impact and adjust our strategies accordingly.

Quality Control Mechanisms:**a) Standardized Data Collection Tools:**

We'll develop standardized data collection tools, including surveys, interview guides, and observation protocols, to ensure consistency and reliability in data collection across different project activities and locations.

b) Training and Capacity Building:

We'll provide training and capacity-building sessions for our project staff and volunteers involved in data collection, analysis, and reporting. This will ensure that they understand the importance of data quality and adhere to standardized procedures.

c) Data Validation:

We'll conduct regular data validation exercises to verify the accuracy, completeness, and reliability of the data we collect. Cross-checking data from different sources and triangulating findings will be key to maintaining data integrity.

d) Independent Review:

Periodically, we will engage independent reviewers or evaluators to assess the quality and rigor of our monitoring and evaluation processes. Their feedback and recommendations will help us improve our M&E framework and ensure its credibility.

e) Feedback Mechanisms:

We will establish feedback mechanisms to solicit input, raise concerns, and gather suggestions for improvement from stakeholders, including LGBTQ+ community members. This two-way communication will foster transparency and accountability in our M&E efforts.

f) Continuous Learning and Adaptation:

We will foster a culture of continuous learning and adaptation based on M&E findings. Reflection sessions, learning events, and knowledge sharing among project stakeholders will inform adaptive management and decision-making as we strive to achieve our goals.

MONITORING AND EVALUATION PLAN								
Key Outcomes	key Outcomes	Indicators	Indicators definition	Data source	Frequency of Verification	Baseline	Target	Unit of Measure
Thematic area 01: Social inclusion and community support.								
Specific objective 01: To Foster LGBTQ+ inclusion in Uganda by implementing community support initiatives, improving access to essential services, and amplifying community voice in order to empower individuals to participate fully in all aspects of society.								
Improved emergency response mechanisms, strengthened safe housing initiatives, emergency of safe spaces for community interaction, sensitization and confidence building.	Increased sense of belonging and protection, reduced stigma and increased access to public spaces.	Number of LGBTQ+ individuals supported through Community and organization initiatives to address.	This indicator will assess the program's effectiveness in supporting the LGBTQ+ individuals. An increase in the number of individuals with improved social well-being will indicate a progress caused by the community and organization initiatives.	Program Data	Baseline, Mid-term, and End evaluation	20	60	Mid & End Evaluation report
Increased awareness about LGBTQ+ issues by service providers, Increased representation and confidence in service centers by LGBTQ+ persons.	Increased access to social services and Substantial consideration of LGBTQ+	Percentage of the LGBTQ+ who report accessing regular social services i.e. health services	This indicator measures the extent to which LGBTQ+ individuals are utilizing social services and	Program Data	Baseline, Mid-term, and End evaluation	150	450	Mid & End Evaluation report



<p>T/A 1 C: Amplify community voices</p>	<p>Expanded visibility and attracted action to address needs, and concerns of the LGBTQ+ individuals.</p>	<p>Increased opportunity for LGBTQ+ to articulate their needs, concerns and aspirations fostering greater comprehension and acceptance within the wider community.</p>	<p>Percentage of the LGBTQ+ members reporting have capacity to articulate their needs and issues, but also these are addressed after the program's intervention</p>	<p>like check-ups and legal consultations at designated service centers, demonstrating improved health-seeking behavior and legal awareness.</p>	<p>legal consultations provided by designated service centers. An increase in the percentage of LGBTQ+ accessing these services would indicate improved health-seeking behavior and legal awareness among LGBTQ+</p>	<p>Program Data</p>	<p>Baseline, Mid-term, and End evaluation</p>	<p>100</p>	<p>400</p>	<p>Mid & End Evaluation report</p>
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<p>Thematic area 2: Economic independence and sustainability.</p>							
<p>specific objective 2: To create a safe working environment and empower the LGBTQ+ community for economic development and sustainability.</p>							
<p>T/A 2 A: Advocate for inclusive economic policies & safe workplaces</p>	<p>Increased awareness of LGBTQ+ issues at workplaces.</p>	<p>Improved workplace policies and environment inclusive of LGBTQ+ workers, increased equal economic opportunities for LGBTQ+ individuals, improved work retention leading to greater financial security for LGBTQ+ people.</p>	<p>Number of LGBTQ+ individuals reporting improved workplace conditions and access to formal financial services, such as govt economic programs, microloans compared to the general population's access.</p>	<p>This indicator focuses on workplace and economic or financial inclusion and measures the ratio of LGBTQ+ 's access to formal financial services relative to the broader population. It helps assess whether LGBTQ+ individuals have equal opportunities for accessing financial resources. An indicator value closer to 1 signifies a higher level of work place and financial inclusion, and</p>	<p>Program Data</p>	<p>Baseline, Mid-term, and End evaluation</p>	<p>40</p>
						<p>160</p>	<p>Mid & End Evaluation report</p>

<p>T/A 2 B: Equipping LGBTQ+ people with employable skills, empowerment enterprises & development</p>	<p>Acquisition of employable skill and increased competence for job opportunities, increased support and uprisings of LGBTQ+ - based business enterprises and groups.</p>	<p>Increased employment of LGBTQ+ persons, growing and thriving LGBTQ+ enterprises competitive for public opportunities.</p>	<p>Percentage of LGBTQ+ individuals reporting being employed, and having growing and thriving enterprises after participating in economic empowerment programs or vocational training that enhance their socioeconomic opportunities.</p>	<p>This indicator evaluates the extent to which LGBTQ+ individuals have equal access to socioeconomic services by measuring the percentage of LGBTQ+ individuals who report growing and thriving enterprises after participating in economic empowerment programs or vocational training. Increased participation signifies progress in providing LGBTQ+ individuals with equal opportunities to enhance their socioeconomic well-being.</p>	<p>Program Data</p>	<p>Baseline, Mid-term, and End evaluation</p>	<p>15%</p>	<p>70%</p>	<p>Mid & End Evaluation report</p>
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Thematic area 3: Spiritual and cultural affirmation.									
Specific objective 3: To create a supportive spiritual and cultural environment preserving personal integrity and dignity of the LGBTQ+ person in Uganda.									
T/A 3A: Alliances with religious and cultural leaders	Established alliances with religious and cultural institutions and leader, initiated LGBTQ+ inclusive and informative programs	Reduced stereotypes and stigmatization surrounding LGBTQ+ issues in religious and cultural communities resulting in to increased acceptance and support for LGBTQ+ persons	Number of the LGBTQ+ persons reporting a reduction in stigmatization and support from the religious, cultural and community members.	The indicator will show the progress on the reduction in the anti-gay sentiments that fuel stereotypes and stigmatization surrounding LGBTQ+ issues. Such reduction will indicate a better acceptance of the LGBTQ+ persons in communities	Quarterly, Biannual and annual	Quarterly reports	10%	65%	Mid & End Evaluation report

<p>T/A 3B: Reconciling families</p>	<p>Established family reconciliation initiatives, developed support systems for LGBTQ+ parents or individuals with LGBTQ+ children.</p>	<p>Strengthened cohesion with improved familial relationships and increased support for LGBTQ+ individuals within their own families and acceptance of LGBTQ+ parenting.</p>	<p>Number of initiated and sustained family reconciliations between the LGBTQ+ persons and their families.</p>	<p>This indicator will measure the number of reconciled families of LGBTQ+ persons against the pending number of non-reconciled families. The achieved number will reflect the progress, and the acceptance of the LGBTQ+ persons in their families.</p>	<p>Program</p>	<p>Baseline, Mid-term, and End evaluation</p>	<p>05%</p>	<p>30%</p>	<p>Mid & End Evaluation report</p>
<p>T/A 3C: Creating religious leaders accountability systems</p>	<p>Increased awareness and recognition of these harmful practices.</p>	<p>This will lead to public condemnation and pressure for change, potentially resulting in a reduction of such vices, policy changes addressing harmful</p>	<p>Numbers of the influential leaders and non-tradition norm shift actors like religious and cultural leaders show solidarity and call for change to address harmful practices and</p>	<p>This is a qualitative Indicator which will measure public sentiments and opinions on the call for a norm shift in the language, harmful practices and negative</p>	<p>Program Data</p>	<p>Baseline, Mid-term, and End evaluation</p>	<p>15%</p>	<p>55%</p>	<p>Mid & End Evaluation report</p>



Thematic area 4: Litigation and political-legal transformation.									
Specific Objective 4: To improve the access to justice and transform the legal regime into a supportive and protective environment to LGBTQ+ Communities with representation in political spaces.									
T/A 4A: Support LGBTQ+ led litigation & legal support systems	Increased access to justice for LGBTQ+ individuals.	Successful prosecution of perpetrators of discrimination and violence against the community, and setting precedents to deter future offenses.	Number of successful prosecutions of perpetrators of discrimination and violence against the LGBTQ+ community.	The indicator will measure the progress in the number of precedents set in discrimination and violence cases that deter future offenses.	Quarterly, Biannual and annual	Quarterly reports	10	40	Mid & End Evaluation report
T/A 4B: Civic education	Improved skills in Diplomatic lobby and advocacy for the rights of the LGBTQ+ community by community leaders	LGBTQ+ community is able to engage at different levels.	Percentage of LGBTQ+ community members participating in political, social, and economic activities at different levels.	.	Program Data	Baseline, Mid-term, and End evaluation	00	5	Mid & End Evaluation report
T/A 4C: Encourage LGBTQ+ in representative leadership	Increased representation and empowerment of LGBTQ+ individuals in decision-making positions.	More policies and legislation that better protect and advance the rights of the queer	Number of policies and legislations implemented that specifically protect and advance the rights of the	The indicator will measure the Percentage of LGBTQ+ community members reporting	Program Data	Baseline, Mid-term, and End evaluation	00	10	Mid & End Evaluation report



			community.	queer community	increased feeling of safety and acceptance in their communities, which will reflect a progress in protection of the rights of queer persons					
Thematic area 5: Safety and security.										
Specific Objective 5: To enhance the security and safety of organizations and frontline LGBTQ+ human rights defenders actively engaging in LGBTQ+ right advocacy.										
T/A 5A: Innovate HRD at work security backup systems	Enhanced safety and protection for LGBTQ+ human rights defenders facing threats or attacks.	LGBTQ+ Human rights defenders (HRDs) are able to carry out their work without fear of threats or attacks.	Number of reported threats or attacks against LGBTQ+ HRDs in a specific period	The indicator will report a percentage change in the number of LGBTQ+ HRDs feeling safe and protected in their work environment.	Quarterly, Biannual and annual	Quarterly reports	TBD	TBD	Mid & End Evaluation report	
T/A 5B: HRD mental health support.	Improved well-being and resilience of LGBTQ+ HRDs who often face significant stress, trauma, and burnout.	LGBTQ+ HRDs demonstrate increased coping mechanisms and resilience in dealing with stress and trauma.	Number of LGBTQ+ HRDs accessing mental health support services, and self-care practices.	This will measure the Percentage change in the adoption of self-care practices among LGBTQ+ HRDs.	Quarterly, Biannual and annual	Quarterly reports	5%	55%	Mid & End Evaluation report	

T/A 5C: Strengthen NGO & HRD safety and security protocols.	Increased protection against physical attacks and cyber threats targeting LGBTQ+ HRDs and organizations	LGBTQ+ HRDs and organizations have improved physical security measures in place.	Number of LGBTQ+ HRDs and organizations implementing enhanced security protocols	The indicator will report the percentage change in reported successful prevention of physical attacks targeting HRDs.	Quarterly, Biannual and annual	Quarterly reports	TBD	TBD	Mid & End Evaluation report
Thematic area 6: Education and research.									
specific objective6: To transform the educational system of Uganda to inclusively enable LGBTQ+ persons access education advancement as any other citizen.									
T/A 6A: Supporting education advancement.	Increased access to educational opportunities and resources for LGBTQ+ individuals, thus improving personal growth, skills development, and empowerment.	Improved employ-ability after increased access to educational opportunities and resources for LGBTQ+ individuals.	Number of LGBTQ+ individuals with advanced education through the program accessing different work opportunities.	The indicator will measure Percentage increase in LGBTQ+ individuals employed and enrollment of LGBTQ+ individuals in educational programs.	Quarterly, Biannual and annual	Quarterly reports	TBD	TBD	Mid & End Evaluation report

<p>T/A 6B: Advocate for inclusive education.</p>	<p>More safe and supportive environments are created for better academic performance, overall well-being, and improved educational experiences for the LGBTQ+ students.</p>	<p>Safe environments are established with Increased number of the LGBTQ+ persons enrolling for education after feeling safe.</p>	<p>Number of safe educational environments with policies and regulations safeguarding LGBTQ+ students within educational institutions.</p>	<p>Indicator will measure the percentage increase in LGBTQ+ students reporting feeling supported and accepted by peers and education institutions.</p>	<p>Quarterly, Biannual and annual</p>	<p>Quarterly reports</p>	<p>TBD</p>	<p>TBD</p>	<p>Mid & End Evaluation report</p>
<p>T/A 6C. Advocate LGBTQ+ research.</p>	<p>Increased credibility and recognition of research addressing LGBTQ+ concerns</p>	<p>Increased credibility and recognition of research addressing LGBTQ+ concerns</p>	<p>Number of research studies published on LGBTQ+ concerns. Number of conferences or symposiums dedicated to LGBTQ+ research. Percentage increase in citations of research addressing LGBTQ+ issues. Number of research grants awarded for</p>	<p>Indicator will measure the number of published studies reflecting the LGBTQ+ issues.</p>	<p>Publications made and their links, and Quarterly, Biannual and annual</p>	<p>Quarterly reports</p>	<p>TBD</p>	<p>TBD</p>	<p>Mid & End Evaluation report</p>

T/A 7C: CSO capacity strengthening.	Advocacy priorities and agendas are in place	Enhanced impact-oriented advocacy and community social accountability through identified new advocacy platforms and priority agendas.	Percentage of community organizations and other stakeholders using data management systems for advocacy purposes, and policy making.	This indicator assesses the effectiveness of the community data management systems by measuring the extent to which key stakeholders utilize the provided evidence-based information in their advocacy, policy making and program development activity. A higher percentage of stakeholders using the data management systems would indicate a greater impact on informing advocacy.	Quarterly, Biannual and annual	Quarterly reports	TBD	TBD	Mid & End Evaluation report
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T/A 7D: Recruitment of allies.	Identified new allies and partners in promoting strategic allyship to the LGBTQ+ movement in Uganda.	Strengthened LGBTQ movement with increased allies and support	Percentage increase in the number of individuals or organizations supporting the LGBTQ+ movement.	The indicator will measure the Number of new successful partnerships or collaborations with non-LGBTQ+ organizations. The new added partnerships will indicate the expansion in the partnership portfolio.	Quarterly, Biannual and annual	Quarterly reports	TBD	TBD	Mid & End Evaluation report
T/A 7E: Collaborative response to disaster and humanitarian responses	innovations available for addressing emerging humanitarian crises that impact LGBTQ+ rights	Improved response and resilience to humanitarian crises affecting LGBTQ+ rights.	Percentage change in the level of preparedness and resilience of LGBTQ+ individuals and communities.	The indicator will measure the number of services and programs established to support humanitarian crises for the LGBTQ+ community.	Crisis reports	Quarterly reports	TBD	TBD	Mid & End Evaluation report

RISK MITIGATION MATRIX

RISK	DESCRIPTION	LIKELIHOOD	IMPACT	LEVEL OF RISK	MITIGATION MECHANISM
Financial Risk	Inadequate funds to sustain the project due to: a) Few donors associated with the legal environment. b) financial mismanagement by implementing sub-grantee and partners.	Moderate	High	Medium	- Diversify funding sources to reduce dependency on a limited number of donors. - Implement strict financial management protocols and oversight mechanisms. - Conduct regular audits to ensure proper fund allocation and utilization.
Legal Risks	Risks associated with the legal regime criminalizing LGBTQ+ organizing, including laws like the Anti-Homosexuality Act 2023 and the Penal Code.	High	High	High	- Engage legal experts to navigate legal complexities and ensure compliance with existing regulations. - Establish contingency plans in case of organizational closures or legal actions against individual members. - Advocate for legal reforms and lobby against discriminatory legislation through partnerships with local and international human rights organizations.
Civic Space Shrinking	The shrinking civic space in Uganda presents a challenge to the project's ability to operate freely and advocate for LGBTQ+ rights. Engaging in robust advocacy and closely monitoring legislative changes are crucial to safeguarding the project's activities and impact.	Medium	High	High	Strengthen advocacy efforts to protect civic space by collaborating with legal experts, human rights organizations, and international entities. Monitor legislative developments closely.

Compliance Risks	Challenges in complying with statutory requirements due to the registration status of implementing partners amidst a restrictive legal regime.	High	High	High	<ul style="list-style-type: none"> - Regularly review and update compliance procedures to align with evolving legal requirements. - Provide legal assistance and support to partners facing regulatory challenges. - Establish clear communication channels with relevant government agencies to address compliance issues proactively.
Security Risks (Digital & Physical)	Risks associated with breaches in digital and physical security compromising project integrity and participant safety.	Moderate	High	Medium	<ul style="list-style-type: none"> - Implement robust cybersecurity measures such as encryption, secure networks, and regular security audits. - Provide training on digital hygiene and awareness of potential threats. - Enhance physical security measures for project sites and events through the deployment of security personnel and monitoring systems.
Political Backlash	Potential backlash due to the politicization of LGBTQ+ issues for political gain.	Moderate	High	Medium	<ul style="list-style-type: none"> - Develop a strategic communications plan to manage public perception and counteract political manipulation. - Engage in dialogue with political stakeholders to build understanding and support for LGBTQ+ rights. - Forge alliances with sympathetic political actors and civil society groups to amplify advocacy efforts and mitigate political risks.
LGBTQ+ Community Fragmentation	Risks of community divisions arising from differing opinions and attitudes towards LGBTQ+ issues.	High	High	High	<ul style="list-style-type: none"> - Facilitate inclusive community dialogues and forums to promote understanding and reconciliation. - Implement community-building activities that foster solidarity and mutual respect among diverse groups. - Provide resources for conflict resolution and mediation to address tensions and promote cohesion within communities.

Media Misrepresentation	Risks associated with inaccurate or biased media portrayals of LGBTQ+ individuals and initiatives.	Moderate	High	Medium	<p>- Develop media partnerships to ensure fair and accurate representation of LGBTQ+ issues and initiatives. - Conduct media training for project participants to effectively communicate key messages and respond to media inquiries. - Monitor media coverage and address inaccuracies or misrepresentations through proactive engagement and advocacy efforts.</p>
Resistance from Religion & Anti-LGBTQ+ Resistance	Resistance from religious institutions and anti-LGBTQ+ groups opposing project goals.	High	High	High	<p>- Engage in interfaith dialogue and collaboration to promote understanding and respect for LGBTQ+ rights within religious communities. - Provide resources for capacity-building and advocacy among LGBTQ+ allies within religious institutions. - Implement security measures to ensure the safety of project participants and staff in the face of potential hostility or threats from anti-LGBTQ+ groups.</p>

Note:

- **Likelihood:** Refers to the probability of the risk occurring.
- **Impact:** Refers to the severity of the consequences if the risk materializes.
- **Risk Level:** Combines the likelihood and impact to assess the overall risk level, categorized as high, medium, or low.



PROGRAM SUSTAINABILITY PLAN

FINANCIAL SUSTAINABILITY

FUNDRAISING STRATEGY

A well-defined fundraising strategy ensures that the program has the necessary financial resources to operate effectively and achieve its goals in the long term. By diversifying funding sources and implementing targeted fundraising efforts, the program can mitigate financial risks and reduce dependence on any single source of income.

Re-imagining Uganda Program aims at reinforcing its sustainability leveraging on community capital and ability to fundraise inside and outside the community. The program will set up a fundraising team that will continuously come up with yearly fundraising plans exploring the power of visibility and partnerships to raise funds for the program as noted below.

INCOME STREAM	STRATEGIES TO OBTAIN FUNDING	POSSIBLE PERCENTAGE OF INCOME
Grants from International Donors	- Research and identify international organizations, foundations, and NGOs that prioritize LGBTQ+ rights advocacy and empowerment. - Develop compelling grant proposals aligned with donors' priorities and requirements. - Cultivate relationships with potential donors through networking and engagement efforts.	30-60%
Corporate Sponsorships	- Approach corporations with CSR initiatives or commitments to diversity and inclusion. - Offer sponsorship opportunities for events, programs, or initiatives aligned with corporate values. - Provide recognition and visibility to sponsors through branding and promotional activities.	10-30%
Individual Donations	- Launch fundraising campaigns targeting individual donors through online platforms, direct mail, email appeals, and fundraising events. - Cultivate relationships with donors and provide opportunities for regular giving and donor recognition. - Engage in donor stewardship to foster long-term donor relationships.	20-40%
Local Foundations and Philanthropic Organizations	- Identify local foundations, philanthropic organizations, and community trusts supporting social justice causes. - Develop tailored grant proposals addressing local priorities and needs. - Build partnerships and collaborations with local stakeholders to strengthen funding opportunities.	10-20%

GOVERNANCE AND MANAGEMENT PLAN

The governance sustainability and management plan provides a solid foundation for the effective management and oversight of the Reimagining Uganda Program, upholding principles of inclusivity, collaboration, and accountability.

This plan establishes a structure through which the program will be sustained for the period of its operation as follows.

Governance and management Structure

This program is a part of Let's Walk Uganda programs designed to directly engage and impact the LGBTQ+ Movement in a collaborative manner. The top governing structure of this program is headed by Let's Walk Uganda and 8 representatives from the LGBTQ+ movement together making the steering committee representing the community Diversity with expertise. The technical operation of this program shall be headed by program coordinator employed by Let's Walk Uganda reporting to Let's Walk Uganda Executive director and the steering committee.

1. Steering Committee:

- Chairperson: Let's Walk Uganda
- 8 Members (2 legal representative and Six LGBTQ+ representatives)

Responsibilities:

- Provide strategic guidance and oversight
- Review and approve program plans, budgets, and reports
- Ensure adherence to program values and principles

2. Program Coordinator:

- Coordinates all program activities and liaises between different teams
- Develops and implements operational plans in alignment with program objectives
- Monitors progress and evaluates outcomes

3. Technical Team:

Monitoring & Evaluation (M&E) and Learning Team:

- **M&E Officer:** Designs and implements M&E frameworks, facilitates learning sessions, and provides evidence-based recommendations.
- **Learning Facilitator:** Facilitates learning sessions to capture best practices and lessons learned for continuous improvement.
- **Finance and Operations Team:**
Finance Manager: Manages financial resources, budgeting, and financial reporting in accordance with donor requirements and organizational policies.
- **Operations Coordinator:**
Oversees logistical and administrative operations to ensure smooth program implementation.
- **Programs Team:**
Programs Manager: Designs, plans, and executes program activities aligned with the strategic objectives of Reimagining Uganda.
Program Officers (x2): Coordinate with external partners, stakeholders, and community members to deliver impactful interventions.

Other responsibilities of the Program team include:

- **Proposal Writers:** Responsible for writing proposals for funding opportunities.
- **Fundraising Specialists:** Conduct fundraising activities to secure financial resources for the program.
- **Activity Designers and Planners:** Design and plan program activities in collaboration with other teams.
- **Grant Managers:** Oversee grant-making processes and ensure compliance with donor requirements.

Partnerships Management Team:

Partnerships Manager: Cultivates and maintains strategic partnerships with local and international organizations, government agencies, and donors.

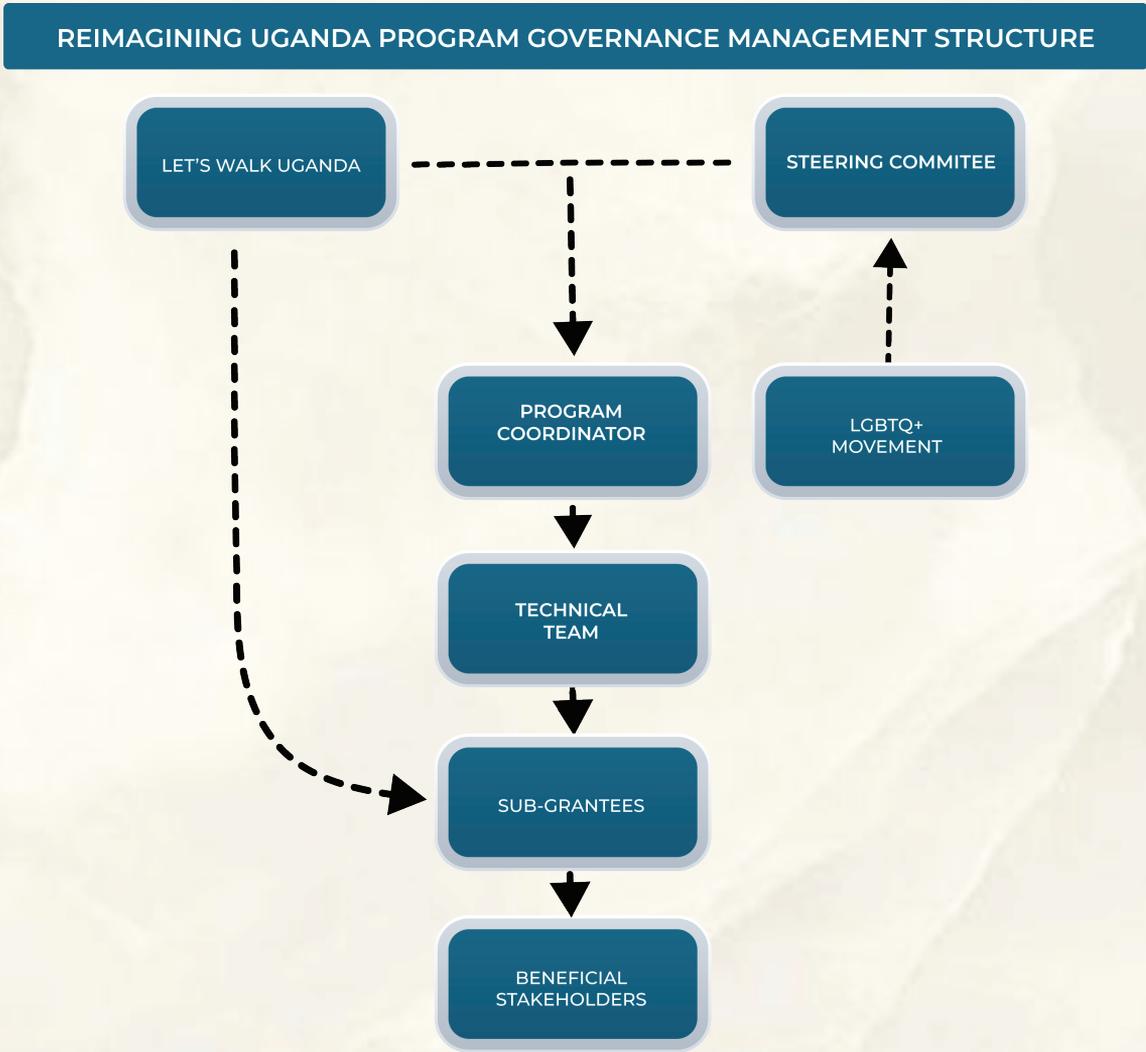
Communications Officer: Coordinates communication efforts, including media relations and public outreach.

- **Proposal Writers:** Responsible for writing proposals for funding opportunities.
- **Fundraising Specialists:** Conduct fundraising activities to secure financial resources for the program.
- **Activity Designers and Planners:** Design and plan program activities in collaboration with other teams.
- **Grant Managers:** Oversee grant-making processes and ensure compliance with donor requirements.

Hierarchy in Leadership:

- The Steering Committee provides overall strategic guidance and oversight.
- The Program Coordinator oversees the day-to-day operations and reports to the Steering Committee.
- The Technical Team, comprising Monitoring & Evaluation, Finance & Operations, Programs, and Partnerships Management, supports program implementation and management.
- The Program Team works directly with the Program Coordinator, focusing on fundraising, proposal writing, activity planning, and grant management.

REIMAGINING UGANDA PROGRAM ORGANOGRAM



PROGRAM ESTIMATED BUDGET 2024-2038

RE-IMAGINING UGANDA PROGRAM BUDGET ESTIMATE 2024- 2038		
CATEGORY	PERCENTAGE OF BUDGET	ESTIMATED BUDGET (USD)
PROGRAM-BASED EXPENSES (PER THEMATIC AREA)		
Social Inclusion and Community Support	12%	\$4,416,000
Economic Independence and Sustainability	12%	\$4,416,000
Spiritual and Cultural Affirmation	8%	\$2,944,000
Litigation and Political Transformation	12%	\$4,416,000
Safety and Security	8%	\$2,944,000
Education and Research	12%	\$4,416,000
Movement Building	8%	\$2,944,000
Subtotal - Program-Based Expenses	80%	\$28,496,000
EXPENDITURES OTHER THAN PROGRAM-BASED		
Capital Expenses	12%	\$5,152,000
Contingent Expenses	7%	\$2,576,000
Administrative and Overhead Costs	7%	\$2,576,000
Subtotal Expenditures other than program based		
Overall Total	100%	\$38,800,000

APPENDIX 1 PROBLEM ANALYSIS

MAIN PROBLEM:

Consistent Human Rights Violations, Discrimination & Social Exclusion Based On Gender Identity And Sexual Orientation.

Chronological Root Causes		Main Problem	Effects
Social inclusion and community Support	<p>1. Ignorance about LGBTQ+ issues > 2. Negative stereotypes and attitudes towards LGBTQ+ people > 3. Discrimination against LGBTQ+ people > 4. Stigma and social rejection > 5. Mental health challenges > 6. Limited access to healthcare and other services.</p>	Discrimination against LGBTQ+ people	<p>> Stigma and social rejection > Mental health breakdown > Limited access to healthcare and other services.</p>
Economic independence and sustainability	<p>1. Lack of economic opportunities for LGBTQ+ people, poor attitude and poor mindset > 2. Economic insecurity and poverty > 3. Unemployment > 4. Difficulty accessing housing and other basic necessities > 5. Limited access to education and training</p>	Economic insecurity and poverty	<p>3. Unemployment > 4. Difficulty accessing housing and other basic necessities > 5. Limited access to education and training</p>
Spiritual and cultural affirmation	<p>1. Religious and cultural beliefs that stigmatize LGBTQ+ people > 2. Spiritual and cultural exclusion > 3. Lack of acceptance and support from family and community > 4. Difficulty finding safe and inclusive spiritual and cultural spaces > 5. Increased risk of mental health problems</p>	Spiritual and cultural exclusion	<p>3. Lack of acceptance and support from family and community > 4. Difficulty finding safe and inclusive spiritual and cultural spaces > 5. Increased risk of mental health problems</p>
litigation and Political legal political transformation	<p>1. Lack of legal rights and protections for LGBTQ+ people > 2. Legal inequality and injustice > 3. Arbitrary arrests and detention > 3. Discrimination in employment, housing, healthcare, and other areas, > 4. Difficulty accessing legal remedies</p>	Legal inequality and injustice	<p>3. Arbitrary arrests and detention > 3. Discrimination in employment, housing, healthcare, and other areas, > 4. Difficulty accessing legal remedies</p>

<p>Safety and Security</p>	<p>1. Violence and hate crimes against LGBTQ+ people> 2. Fear and insecurity> 3. Physical and emotional harm, 3. Displacement and homelessness> 4. Social isolation and withdrawal</p>	<p>Fear and insecurity</p>	<p>3. Physical and emotional harm, 3. Displacement and homelessness> 4. Social isolation and withdrawal</p>
<p>Education and research</p>	<p>1. Lack of education and awareness about LGBTQ+ issues in the education system> 2. Educational disadvantage and discrimination> 3. Bullying and harassment> 4. Limited access to comprehensive sexuality education> 5. Difficulty finding supportive and inclusive learning environments</p>	<p>Educational disadvantage and discrimination</p>	<p>3. Bullying and harassment> 4. Limited access to comprehensive sexuality education> 5. Difficulty finding supportive and inclusive learning environments</p>
<p>Movement building</p>	<p>1. Weak and under-resourced LGBTQ+ organizations> 2. Limited capacity to advocate for LGBTQ+ rights> 3. Difficulty accessing resources and funding> 4. Lack of technical and organizational capacity.</p>	<p>Limited capacity to advocate for LGBTQ+ rights</p>	<p>3. Difficulty accessing resources and funding> 4. Lack of technical and organizational capacity</p>



APPENDIX 2: CONTRIBUTION TO THE SDGS AND NATIONAL DEVELOPMENT PLAN/VISION 2040

CONTRIBUTION TO THE SDGS AND UGANDA NATIONAL DEVELOPMENT PLAN/VISION 2040			
	Sustainable Development Goals (SDGs) and agenda 2030 for SDGs	National Development Plan (NDP)/ Vision 2040 Targets -Uganda	Alignment of the Re-imagining Uganda strategic plan
Main Vision and goal	<p>The sustainable development goals (SDGs) aim to transform the world. These are a call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice and prosperity. Agenda 2030 offers a comprehensive version of SDGs based on values such as Equity and respect for human rights with a central commitment of living no one behind</p> 	<p>Vision 2040 “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years” The main goal for NDP III is to increase the average household income and improve the quality of life of all Ugandans.</p> 	<p>The LGBTQ+ community in Uganda is part of the Ugandan society and People in the world that need to be transformed and enjoy all facets of development as it comes yet social excluded and alienated by the existing laws and public attitudes leading to gross human rights abuse Implementation of the reimagining Uganda program aims to change this notion through the following vision and main objective aligned with SDGs and NDP III. VISION: A Ugandan LGBTQ+ Community fully respected, accepted, thriving, included and protected in Uganda. OVERALL OBJECTIVE: To systemically transform Uganda into an inclusive society that embraces the rights of the LGBTQ+ community while cultivating socially, economically, and legally empowered individuals by 20387.</p>

Specific goals alignment with thematic areas	Alignment with SDGS	Alignment with NDP III/ vision 2040
<p>SDGs to contribute to; Reimagining Uganda program's advocacy, empowerment, and support efforts will directly contribute to advancing the SDGs by addressing the specific challenges faced by the LGBTQ+ community and promoting a more inclusive, equitable, and just society in Uganda.</p> <ol style="list-style-type: none"> 1. Eliminate Poverty (SDG 1): The Reimagining Uganda LGBTQ+ network contributes to the goal of eliminating poverty by advocating for economic empowerment and inclusion of the LGBTQ+ community. Through initiatives such as skills development, entrepreneurship support, and access to financial resources, the network helps to reduce economic disparities and poverty within the LGBTQ+ community. 2. Erase Hunger (SDG 2): By promoting social and economic inclusion, the network helps to address food insecurity within the LGBTQ+ community. Through advocacy for equal access to resources and opportunities, the network's efforts contribute to eradicating hunger and ensuring food security for all, including LGBTQ+ individuals. 3. Establish Good Health and Well-Being (SDG 3): The Reimagining Uganda LGBTQ+ network plays a vital role in advocating for the right to health and well-being of LGBTQ+ individuals. By promoting access to non-discriminatory healthcare services, addressing HIV/AIDS prevention and treatment, and advocating for mental 	<p>Targets to contribute to on Vision 2040 Reimagining Uganda Program advocacy and initiatives align with several Vision 2040 targets. This will address economic disparities, promoting social inclusion, and advocating for equal rights and opportunities for the LGBTQ+ community in Uganda.</p> <ol style="list-style-type: none"> 1. Increase per capita income: By advocating for economic empowerment and inclusion of the LGBTQ+ community, the program's efforts will contribute to increasing per capita income within the community. By addressing discrimination and promoting equal access to economic opportunities, the Program will help to improve the economic well-being of LGBTQ+ individuals. 2. Reduce the percentage of the population below the poverty line: Through initiatives that promote economic empowerment, entrepreneurship, and access to financial resources, the Program will help to reduce the percentage of the LGBTQ+ community living below the poverty line. By addressing economic disparities and promoting social inclusion, the Program will work towards reducing poverty within the LGBTQ+ community. 3. Reduce GINI coefficient (income distribution): The Reimagining Uganda Program will advocate for inclusive economic policies and non-discriminatory employment practices that contribute to reducing income inequality within the LGBTQ+ community. By promoting equal access to economic opportunities and resources, the Program aims to reduce the GINI coefficient and improve income distribution. 4. Increase the percentage share of the national labor force employed: The program's initiatives and advocacy efforts aim to improve employment opportunities for the LGBTQ+ community. By 	



	<p>health support, the network contributes to improving the overall health and well-being of the LGBTQ+ community.</p> <p>4. Provide Quality Education (SDG 4): The network's advocacy efforts include promoting inclusive and non-discriminatory education for LGBTQ+ individuals. By advocating for safe and supportive learning environments, inclusive curricula, and awareness programs, the network contributes to providing quality education for LGBTQ+ individuals, ensuring their right to education is upheld.</p> <p>5. Enforce Gender Equality (SDG 5): The Reimagining Uganda LGBTQ+ network actively works to promote gender equality and the rights of individuals of all gender identities and sexual orientations. By advocating for non-discriminatory policies, challenging gender stereotypes, and promoting equal opportunities, the network contributes to advancing gender equality and empowering LGBTQ+ individuals to fully participate in society.</p> <p>6. Create Decent Work and Economic Growth (SDG 8): The network's initiatives focus on promoting economic opportunities, entrepreneurship, and employment rights for the LGBTQ+ community. By advocating for non-discriminatory labor practices, access to decent work, and economic empowerment, the network contributes to creating decent work and fostering economic growth within the LGBTQ+ community.</p>	<p>challenging discriminatory practices and promoting workplace inclusion, the program will contribute to increasing the percentage share of the national labor force employed within the LGBTQ+ community.</p> <p>5. Increase the percentage of the population in planned settlements: The Reimagining Uganda program will advocate for safe and inclusive spaces and contribute to increasing the percentage of the LGBTQ+ population in planned settlements. By challenging discrimination and advocating for the creation of safe housing and community environments, the Program will work towards ensuring that LGBTQ+ individuals have access to suitable and secure living arrangements.</p> <p>6. Increase literacy rate: The program's advocacy for inclusive education and non-discriminatory learning environments will contribute to increasing the literacy rate among the LGBTQ+ community. By promoting equal access to quality education and challenging discriminatory practices, the Program will help to improve literacy rates and educational outcomes for LGBTQ+ individuals.</p> <p>7. Increase labor productivity (GDP per worker): Through its advocacy for workplace inclusion and economic empowerment, the Program will contribute to increasing labor productivity within the LGBTQ+ community. By promoting equal access to economic opportunities and resources, the Program aims to enhance labor productivity and contribute to overall economic growth.</p>
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<p>7. Increase Industry, Innovation, and Infrastructure (SDG 9): The Reimagining Uganda LGBTQ+ network supports initiatives aimed at fostering innovation, entrepreneurship, and inclusive economic development within the LGBTQ+ community. By promoting inclusive economic policies, advocating for access to resources and infrastructure, and supporting innovative solutions, the network contributes to advancing industry, innovation, and infrastructure for the LGBTQ+ community.</p> <p>8. Reduce Inequality (SDG 10): The network's core mission is to address discrimination and inequality faced by the LGBTQ+ community. By advocating for legal protections, challenging discriminatory practices, and promoting social inclusion, the network contributes to reducing inequalities and ensuring equal rights and opportunities for LGBTQ+ individuals.</p> <p>9. Guarantee Peace, Justice, and Strong Institutions (SDG 16): The Reimagining Uganda LGBTQ+ network advocates for the protection of human rights, access to justice, and the establishment of strong institutions that uphold the rights of LGBTQ+ individuals. By working to address discrimination and violence, promoting legal reforms, and strengthening institutional support, the network contributes to ensuring peace, justice, and strong institutions for the LGBTQ+ community.</p>	<h2 style="text-align: center;">How the program Thematic areas contribute to the SDGs</h2> <p>1. Social inclusion and community support contributes to SDG 1.3, 3.3, 3.7, 3.8, 5.1, 5.2, 10.2, 11.1</p> <p style="text-align: center;">THEMATIC AREA: SOCIAL INCLUSION AND COMMUNITY SUPPORT</p> <p>1.3 IMPLEMENT SOCIAL PROTECTION SYSTEMS</p> <p>3.3 FIGHT COMMUNICABLE DISEASES</p> <p>3.7 UNIVERSAL ACCESS TO SEXUAL AND REPRODUCTIVE CARE, FAMILY PLANNING AND EDUCATION</p> <p>3.7 ACHIEVE UNIVERSAL HEALTH COVERAGE</p> <p>5.1 END DISCRIMINATION AGAINST WOMEN AND GIRLS</p> <p>5.2 END ALL VIOLENCE AGAINST AND EXPLOITATION OF WOMEN AND GIRLS</p> <p>10.2 PROMOTE UNIVERSAL SOCIAL ECONOMIC AND POLITICAL INCLUSION</p> <p>11.1 SAFE AND AFFORDABLE HOUSING</p>
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By addressing discrimination and creating opportunities for employment, entrepreneurship, and access to financial resources, the Program seeks to lift LGBTQ+ individuals out of poverty and promote their economic self-sufficiency

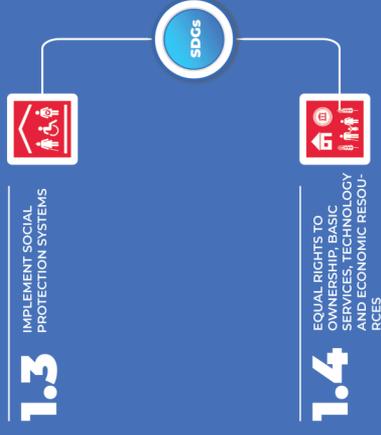
2. Erase Hunger:
Through its advocacy and support programs, the Reimagining Uganda will address the intersection of food insecurity and discrimination faced by the LGBTQ+ community. By working to eradicate stigma and discrimination, the Program aims to create an environment where LGBTQ+ individuals can access food resources without fear of exclusion.

3. Establish Good Health and Well-Being:
The Reimagining Uganda will promote access to healthcare services, including SRHR, HIV/AIDS prevention, treatment, and mental health support, for the LGBTQ+ community. By advocating for non-discriminatory healthcare practices and addressing the specific health needs of LGBTQ+ individuals, the program will contribute to the goal of ensuring good health and well-being for all.

4. Provide Quality Education:
The Reimagining Uganda will advocate for inclusive and non-discriminatory educational environments for LGBTQ+ individuals. By promoting policies and programs that address discrimination and provide safe spaces for learning, the network will contribute to the goal of ensuring quality education for all, regardless of sexual orientation or gender identity.

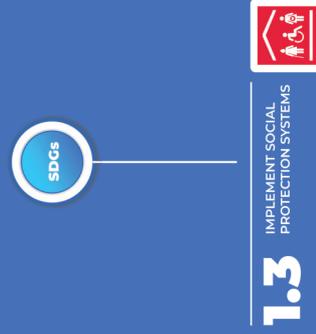
2. Economic independence and sustainability, Contributes to SDG 1.3, 1.4.

THEMATIC AREA: ECONOMIC INDEPENDENCE AND SUSTAINABILITY



3. Spiritual and cultural affirmation contributes to SDG 4.7

THEMATIC AREA: SPIRITUAL AND CULTURAL AFFIRMATION



5. Enforce Gender Equality:
 The Reimagining Uganda LGBTQ+ Program will work to challenge gender-based stereotypes and promote equality for all genders, including those within the LGBTQ+ community. By advocating for the rights and recognition of diverse gender identities, the program will contribute to the broader goal of gender equality and empowerment.

6. Create Decent Work and Economic Growth:
 Through its advocacy for workplace inclusion and economic empowerment, the program will contribute to the goal of creating decent work and economic growth. By promoting non-discriminatory employment practices and supporting entrepreneurship within the LGBTQ+ community, the program aims to foster inclusive economic opportunities.

7. Increase Industry, Innovation, and Infrastructure:
 The program's efforts to advocate for inclusive policies and practices within industries and institutions will contribute to the goal of increasing industry, innovation, and infrastructure. By promoting innovation in addressing the needs of the LGBTQ+ community and advocating for inclusive infrastructure, the program will support development of more equitable and accessible systems

4. Litigation and political-legal transformation Contributes to SDG 10.4, 16B, 16.10, 16.7, 16.6, 16.3 5.5, 5.c

THEMATIC AREA: LITIGATION AND POLITICAL-LEGAL TRANSFORMATION

The infographic features a central circle labeled 'SDGs' with lines connecting to eight boxes, each representing a specific Sustainable Development Goal (SDG) target. Each box includes a large target number, a descriptive text, and a small icon. The targets are arranged in two columns. The left column contains 10.4, 16B, 16.10, and 16.7. The right column contains 16.6, 16.3, 5.5, and 5.C.

- 10.4**: ADOPT FISCAL AND SOCIAL POLICIES THAT PROMOTES EQUALITY. (Icon: Scale of justice)
- 16B**: PROMOTE AND ENFORCE EFFECTIVE AND CONSISTENT LAWS AND POLICIES. (Icon: Gavel)
- 16.10**: ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS. (Icon: Document with checkmark)
- 16.7**: ENSURE RESPONSIVE, ACCOUNTABLE AND INCLUSIVE ENTITATIVE DECISION-MAKING. (Icon: People at a table)
- 16.6**: DEVELOP EFFECTIVE, ACCOUNTABLE AND TRANSPARENT INSTITUTIONS. (Icon: Building with scale)
- 16.3**: PROMOTE THE RULE OF LAW AND JUSTICE ACCESS TO JUSTICE. (Icon: Scales of justice)
- 5.5**: ENSURE FULL PARTICIPATION IN LEADERSHIP AND DECISION-MAKING. (Icon: People at a table)
- 5.C**: ADOPT AND STRENGTHEN CONSTITUTIONAL AND LEGISLATION FOR GENDER EQUALITY. (Icon: Document with checkmark)

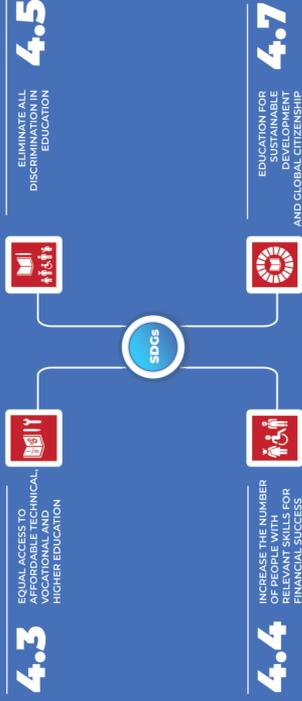
8. Reduce Inequality:
The Reimagining Uganda will directly address the goal of reducing inequality by advocating for the rights and inclusion of LGBTQ+ individuals in all aspects of society. Through its work, the program aims to challenge discriminatory practices and promote equality for all, regardless of sexual orientation

9. Guarantee Peace, Justice, and Strong Institutions:
The program's advocacy for legal and policy reforms to protect the rights of the LGBTQ+ community will contribute to the goal of guaranteeing peace, justice, and strong institutions. By advocating for laws and institutions that protect the rights of LGBTQ+ individuals, the program aims to create a more just and inclusive society.

10. Build Partnerships for the Goals:
The Reimagining Uganda will collaborate with local and international organizations, government agencies, and civil society groups to advance the rights and well-being of the LGBTQ+ community. Through these partnerships, the program will contribute to the goal of building partnerships for the SDGs, fostering collective action to address difficult societal challenges.

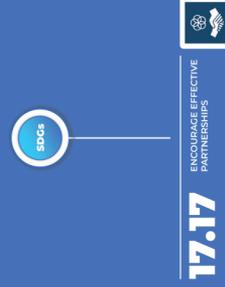
6. Education and research Contributes to SDG 4.3,4.4, 4.5,4.7

THEMATIC AREA: EDUCATION AND RESEARCH



7. Movement building Contributes to SDG 17.17,

THEMATIC AREA: MOVEMENT BUILDING



ACKNOWLEDGEMENTS

We acknowledge the contribution of that LGBTQ+ community in Uganda to the strategic plan. The Local and international organization that spared time and resources to contribute ideas that formulated the strategic plan and all allies from Uganda and all over the world that convened physically in Nairobi and other that participated in online to ensure success of the planning process.

We further extend Acknowledgment to our strategic planning committee led by the program coordinator; Mr. Kiyegga Andrew and other members that include; Mr. Michael Ssemakula, Tenywa John Grace, Mrs. charity Tushemererwa and the secretariat of Let's Walk Uganda, that have researched and put to together every aspect of this strategy plan in line with international goals, community local context and community ambitions. Thanks for the resilience and hard work.

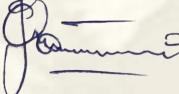
We are grateful to our Donors who directly funded the planning process, those that funded various activities that led to the development of the strategic plan but also providing emergency support to immediate challenges identified during the planning processes among our communities.

ENDORSEMENT:

On behalf of the Sexual And Gender Minority community, allies and Let's Walk Uganda, we here by attest that this strategic plan is a true reflection of the thoughts and ideas generated by community that attended the Convenings organized by Let's Walk Uganda and here by endorse its implementation for the greater good of the LGBTQ movement in Uganda.

SIGNATURE & DATE:  15th - 04-2024
 KIYEGGA ANDREW
LEAD OF STRATEGIC PLANNING COMMITTEE / PROJECT COORDINATOR.

SIGNATURE & DATE:  15th APRIL/2024
 KIMERA .k. DERRICK
**EXECUTIVE DIRECTOR
 LET'S WALK UGANDA**

SIGNATURE & DATE:  15th - 04 - 24
 MUTEBI EDWARD
**FOUNDER AND BOARD CHAIRPERSON
 LETS WALK UGANDA**

SIGNATURE & DATE:  15. 04. 2024
 ALEX MARTIN MUSIIME
**HEAD OF LEGAL AFFAIRS
 LETS WALK UGANDA**

