

CAMEL STRATEGY

UP TO 2025





Profile

Camel Communities is a not-for-profit organisation registered and licensed by Government of Uganda as a national NGO with a mandate of mobilising and sensitizing communities on socio-economic transformation, initiating projects for improving livelihood, participating in good governance and development.

Philosophy

Our Philosophy is that development (socio-economic and political transformation) cannot happen unless and until the local communities, institutions, leaders and citizenry take their future into their hands. Secondly Camel Communities recognises that Government has the overall responsibility to provide education, health, water, sanitation and to prepare communities to tackle the emerging challenges and opportunities of the 21st century.

We believe that our role is to compliment Government (and her agencies) in a manner that caters for increased legitimacy of local institutions, increased ownership of development processes, increased impact and sustainability of development projects.

We believe that our role, and the role of other NGOs like us, is to only facilitate or enable the desired change. The journey starts with the mindset and self-belief of the local institutions and citizens to cause the desired socio-economic transformation.

Our Vision

Empowered citizens enjoying and contributing to a free and developed Uganda.

Our Mission

Our Mission is to be a professionally run Not for profit organisation implementing innovative, impactful and sustainable development programs that contribute towards achieving Uganda's Vision 2040.

Core Values

Accountability:

During the implementation of this strategic plan, implementers will exercise the highest degree of accountability to all stakeholders.

Sustainability:

The design and implementation of projects and programs during the next 5 years will take it into consideration the aspect of sustainability.

Partnerships building:

The implementation of this plan will involve creating and strengthening partnerships, networks and collaboration with stakeholders at various levels.

Continued learning:

Building a learning organisation that continually improves the way we deliver results



EXECUTIVE SUMMARY

Our five-year Strategic Plan aims at strengthening the capacity of Camel Communities to transform from a local CBO working in a few districts to a national NGO covering more Geographical and more thematic areas.

Our strategy re-aligns our vision, Mission and core values in line with our expanded mandate and philosophy. Our new Strategic Goal is achieving Uganda's vision 2040 and global agenda 2030.

Over the next 5 years, Camel will contribute to the attainment of global agenda 2030 especially agenda 1,2,3,4,5,6,7,8,10,11,13,16 and 17. Uganda's Vision 2040 and more particularly Uganda's National Development Plan (NDP) III and the development plans of the local communities/Governments where we intend to work.

In line with the above contribution and mandate, Camel Communities will pursue the following thematic areas up to 2025:

1. Voice and capacity building;
2. Sustainable livelihood and economic empowerment;
3. Education and skills;
4. Health, water and sanitation;
5. Humanitarian aid and welfare support; and
6. Mainstreaming the cross-cutting themes of youth, women, ICT and urbanization.

Our approach is to strengthen the capacity of Camel into a professionally run national not-for-profit organisation capable of executing innovative, impactful and sustainable development programmes that contribute towards Uganda's vision 2040. We will deliberately build strategic partnerships with development partners, other NGOs, Government and her agencies and local institutions, among others.

We want to deliberately work with and or through local institutions in a manner that enhances sustainability, ownership and impact of our programmes. We for-instance will not engage in advocacy but rather build the capacity of local partners to advocate.

Camel will also establish experts panels/advisory board in the thematic areas of operation to guide programme conceptualization, community engagement, implementation, monitoring and evaluation.



CONTEXT OF OUR STRATEGIC PLAN

The context of our work is set by Uganda's National Development Plan III (NDP III). The background to the NDP III underlies the following key achievements that have been registered over the last decade:

(i) Sustainable peace, security and macro-economic stability continued to prevail providing the basic anchor for economic growth and development. (ii) The size of economy has doubled from UGX 64 trillion in FY 2010/11 to UGX 128 trillion in FY2018/19 in nominal terms. (iii) GDP per capita has grown from USD 844 in FY2011/12 to USD 878 in FY 2018/19, despite the growth in population. (iv) Domestic revenue collection increased from UGX 5.02 Trillion in FY2010/11 to UGX 16.359 trillion in FY2018/19 in nominal terms. (v) Total exports of goods and services grew from USD 3.83 billion in FY2010/11 to USD 5.3 billion in FY2017/18, nominal terms. (vi) Remittances increased from USD 819 million in FY2010/11 to over USD 1 billion in FY2017/18 in nominal terms. (vii) The total paved roads network as a percentage of total national roads more than doubled from 8% in 1986 to 21.1% (or 4,551 km) as of May 2018. (viii) Electricity generation capacity increased from 601MW in 2010 to 1839MW in 2020. (ix) Access to and utilization of education services significantly increased, including increased enrollment for UPE as well as Business, Technical and Vocational Training (BTVET). (x) Access to and utilization of health services also significantly increased.

However, there are a number of outstanding challenges, including: (i) A large proportion of households (68.9 percent) still in the subsistence economy. (ii) Insufficient creation of quality and gainful jobs in the economy, especially for the youth with an estimated unemployment rate of 13.3%. About 78% of the population is aged 30 years and below. (iii) Whereas cost of electricity has reduced, it remains higher than the targeted 5 cents per unit. (iv) Widening income inequality, particularly between the regions. (v) Limited access to and high cost of capital (vi) Low capacity in public service and prevalence of corruption (vii) Severe reduction in the forest cover as well as wetland degradation and encroachment. (viii) Dwindling local revenues insufficient to fund local service delivery. (ix) Uncoordinated approaches to implementation planning. (x) The Quality of education remains low characterized by the low levels of literacy and numeracy, coupled with the high rate of school dropout. (xi) Inadequate functionality of health facilities and rising cases of non-communicable diseases. (xii) Interest rate payments incurred on borrowed funds that are not immediately used for program and project implementation, coupled with poor program and project execution. In addition, many projects are not completed on time and within budget.

Camel Communities strategy for the next 5 years is to support local communities, institutions and leaders to take advantage of Uganda's achievements over the last decade and to enhance their participation in mitigating the emerging challenges at national and local level. The overall goal is to achieve Vision 2040 for Uganda and the global agenda 2030.



WHAT IS GOING TO BE OUR FOCUS AND WHY?

THEMATIC AREA 1: VOICE AND CAPACITY BUILDING



INTENT

Vibrant and visible local institutions constructively engaged with governance and development in order to adapt and thrive in a changing globalised world.

STRATEGIC OBJECTIVE

To strengthen the capacity of local institutions, leaders and citizenry/communities to constructively engage in development and to increase their say/voice in development discourse at all levels.

RATIONALE

Uganda through legal and self-help citizen frameworks has a plethora of governance and development institutions from the grassroots to the national level. These institutions include the extensive Local Government structures and leadership; professional bodies; community-based organisations; National Non-government organisations; faith-based organisations; youth, farmers and women associations, among others. These institutions and leaders should be enhancing effective service delivery, citizen engagement and amplifying citizen voices with the overall improvement in good governance and development of Uganda.

There is however still a big gap between the numbers of institutions and leaders viz a viz the quality of participation, service delivery and governance (National Governance, Peace and Security Survey [NGPSS], 2017; National Governance Baseline Survey [NGBS], 2014). This is mainly due to limited capacity in terms of knowledge, skills, behaviour, culture and infrastructure from both the supply and demand side.

STRATEGY

Our strategy is to strengthen the capacity of local institutions, their leaders and citizenry to enable them engage more constructively in governance and development processes at local, national and international level.

This will be done through:

1. Leadership training and development aimed at improving the leadership of the different local institutions, women and youth structures;
2. Facilitating networking, benchmarking and partnerships building within and outside the local institutions;
3. Conducting Civic education aimed at increasing enjoyment of human rights, increasing civic participation and active citizenship;
4. Increasing the local institutions capacity for resource mobilization, project planning, management, monitoring and evaluation;
5. Supporting the emergency and sustainability of local voices through evidence-based advocacy aimed at pro-active participation in decision making and accountability processes.
6. Supporting local communities to put up, expand and maintain infrastructure needed to spur development and good governance. This may include physical infrastructure like buildings and or non-physical infrastructure like ICT systems.
7. Facilitating constructive dialogue between the local citizenry and other actors in the governance and development process including but not limited to local institutions and leaders, national institutions and leaders, and international institutions and leaders.
8. Strengthening the capacity of existing institutions (like Professional bodies, Local Governments, FBOs, CSOs, Farmer groups, youth and Women Associations etc) to engage in governance and development.

THEMATIC AREA 2: SUSTAINABLE LIVELIHOOD AND ECONOMIC EMPOWERMENT



INTENT

Improved sustainable livelihood, increased descent jobs, Reduced poverty and economic inequality.

STRATEGIC OBJECTIVE

To improve the livelihood and economic status of the economically dis-advantaged communities, especially the youth, women and the urban poor.

RATIONALE

Uganda has made significant strides in economic growth and development. All the key macro and micro-economic indicators, including GDP, infrastructure, inflation and social capital have significantly improved over the last 20 years.

And yet with all the above improvement, the proportion of the poor population is increasing from 19.7% to 21.4% corresponding to 8 million people by 2017 (UBOS/UDHS); Income inequality is widening (from 0.40 to 0.42 between 2012/13 – 2016/17 finance year); and unemployment, especially among the youth, is growing rapidly.

Agriculture, which employs 64.6% of the working age population is still mostly subsistence and national investment is still below the 2014 Malobo declaration (on Accelerated Agricultural Growth and Transformation) of at least 10% public expenditure invested in agriculture. Uganda's focus is now on the attainment of NDP III and the Global Agenda 2030 Sustainable Development Goals. Central to this aspiration is sustainable livelihood and economic empowerment for the citizenry.

STRATEGY

1. Supporting innovations along the agriculture value chain aimed at transforming the agriculture sector into a source of descent jobs and wealth, especially for the millions of small holder farmers;
2. Deepening and broadening finance inclusion/access, especially for the mostly excluded populations, based on the Islamic banking model;
3. Supporting the expansion of entrepreneurship, vocational and technical skills especially for the un-employed youth, women and urban poor;
4. Building the capacity of local institutions and citizens to adapt and adopt to the growing climate change and environmental risks;
5. Contributing to bio-diversity restoration and management; and
6. Building the capacity of community led economic institutions including



THEMATIC AREA 3: EDUCATION AND SKILLS

INTENT

Increased access to quality education at all levels especially for the poor orphans and the vulnerable children

STRATEGIC OBJECTIVE

To increase the local institutions' capacity for education planning, financing and management.

RATIONALE

Uganda has made a lot of strides in the education sector over the last 20 years. Enrolment has reached almost 100% in the Primary sector; the number of schools facilities have tremendously increased and the implementation of free universal primary and secondary education has greatly increased access to education, at all levels.

Moving into the 3rd decade of the 21st century, Uganda's education sector still faces challenges with improving literacy and numeracy; low transition from primary to secondary level marred with a high school drop-out; limited funding and weak infrastructure deterring the scaling up of STEM teaching learning achievement.

STRATEGY

1. Building capacity of local institutions and communities in education planning, financing and management;
2. Designing and delivering continuing professional development programs for school leaders and teachers;
3. Working with local communities to reduce on school dropout rates and increase on school retention rates especially for the girl child;
4. Working with stakeholders at increasing literacy and numeracy attainment levels especially at primary level;
5. Conducting psycho-social support and careers guidance that enable students to stay in schools and to make the right career choices;
6. Expanding the physical infrastructure of education institutions to enable for the enrolment of more learners in safe and quality schools;
7. Supporting orphans and vulnerable children to stay in school through bursaries



THEMATIC AREA 4: HEALTH, WATER AND SANITATION



INTENT

A healthy and productive population.

STRATEGIC OBJECTIVE

To increase access to health services, clean water and good sanitation in Uganda.

RATIONALE

The Health Sector Investment plan (HSIP) 2015/16 - 2019/20 is the second in a series of six 5-year Plans aimed at achieving Uganda Vision 2040 of a healthy and productive population that contributes to socioeconomic growth and national development. The goal of this Plan is to accelerate movement towards Universal Health Coverage (UHC) with essential health and related services needed for promotion of a healthy and productive life. UHC makes it possible to ensure that all people receive essential and good quality health services they need without suffering financial hardship.

The achievements realized under HSSIP include among others: reduction in maternal mortality ratio from 438/100,000 (UDHS) live births in 2011 to 360/100,000 (WHS estimates) live births in 2014; reduction in under five mortality from 128/1000 live births in 2006 to 90/1000 live births in 2011 to 69/1000 (WHS estimates) live births in 2014 and reduction in infant mortality rate from 71/1000 live births in 2006 to 54/1000 live births in 2011 and 45/1000 (WHS estimates) in 2014. The impact of all this has been an improvement in the life expectancy at birth in Uganda, from a low of 47 and 45 years in 2000/01 for females and males respectively, to 57 and 54 years by 2011, and estimated to have improved further since then.

The key focus over the next 5 years should be on improving further the infant and maternal mortality, increasing health financing and infrastructure, building capacity of health professionals and community leaders to support the Government's health sector goal, increasing safe water coverage and improving sanitation.

STRATEGY

1. Supporting Government's effort to expand health infrastructure and bringing health services nearer to the local communities;
2. Building the capacity of local leaders, institutions and health personnel to support the Government's health agenda/to provide the minimum health care package;
3. Increasing access to clean water and good sanitation especially among the urban poor, education institutions and health facilities;
4. Reducing hygiene related diseases like cholera, diarrhea, etc through sustained public health campaigns focusing on clean water, sanitation and hygiene (WASH); and
5. Building the capacity of Camel Communities to become a key player in the WASH sector in Uganda.



THEMATIC AREA 5: HUMANITARIAN AID AND WELFARE SUPPORT



INTENT

Secure the lives and livelihood of the communities most affected and least prepared to deal with disasters and socio-economic disruptions.

STRATEGIC OBJECTIVE

To mitigate disasters and socio-economic disruptions of the most affected communities.

RATIONALE

With support from UNDP, Uganda has launched the “National Risk and Vulnerability Atlas” – a document that identifies areas in Uganda that are prone to disasters, the extent of the hazard, the probability and frequency of occurrence and magnitude of their impacts.

According to the Atlas, Uganda is vulnerable to seven disasters including; flooding, drought, hailstorms, windstorms, landslides, earthquakes and lightening. The most at risk/critical facilities were identified as; the general population, health centres, schools, residential areas, roads, warehouses and water supply systems.

Disasters are putting immense pressure on social and human development, with Uganda categorised as one of the most vulnerable countries ranking 14th among the vulnerable and 48th least ready country to respond particularly to hydro-meteorological hazards. The Atlas calls for building of community resilience through improved risk information and knowledge generation, additional disaster funding, policy responses and reducing human and economic loss from natural hazards, among other interventions.

The Uganda Demographic and Health Survey (2016) shows that the number of persons affected by natural disasters is rising from 71,000 in 2016 to 341,222 in 2017. This coupled with a significant population of orphans estimated at 228,563 (in schools by 2016) and a population living below the poverty line of 21.4% (2017) makes the need for re-investing in humanitarian aid and welfare support critical to Uganda’s attainment of NDP III and the Sustainable development goals.

STRATEGY

1. Building the capacity of local communities and institutions to identify and manage natural disasters based on the Government’s National Risk and Disaster Atlas;
2. Collaborating with the Red crescent/Cross and other humanitarian organisations to deliver timely support to communities affected by disasters;
3. Providing welfare support to deserving individuals, families and communities to mitigate socio-economic hardships;
4. Promoting charity and voluntary work as means of creating social justice, equity and human relationships.



THEMATIC AREA 6: CROSS-CUTTING THEMES: YOUTH, WOMEN, ICT AND URBANISATION



INTENT

To mainstream the key drivers for Uganda's socio-economic transformation as we enter the 3rd decade of the 21st century.

STRATEGIC OBJECTIVE

1. To mainstream youth and women participation in governance and development processes through the interventions proposed in this Strategic Plan;
2. To scale up ICT usage by the local communities and institutions as part of the governance and development infrastructure of the 21st century;
3. To use ICT as a tool for enhancing our work in the field of education, health, economic empowerment and capacity building; and
4. To support the growing urbanization in the country so that urban councils and leaders can turn urban areas into centres for local economic development, innovation and service delivery.

RATIONALE

Youth and women constitute the biggest percentage of Uganda's population. Mainstreaming youth and women participation in governance and development makes it faster, more inclusive and sustainable.

The 21st century is defined by ICT. And yet ICT uptake and usage in Uganda is still very low (The 2020 UNCTDA Report on ICT). This will make Uganda lag behind as the world accelerates into the 4IR. Effective deployment of ICT in the governance and development processes improves livelihood, innovation, education, agriculture, health and employment, among others.

UBOS/UDHS 2016 projected the urban population of Uganda by 2017 to be 9.4 Million people representing 27.6% of the then total population. With the gazetting of more urban areas in form of cities, municipalities and town councils, the urban population is set to grow to 1/3rd of the total population. This urbanization trend is a global phenomenon that can spur development and innovation, when planned well or escalate challenges of poverty and instability.

STRATEGY

1. Building the capacity of youth and women to effectively participate in governance and development processes at local, national and international level;
2. Empowering local institutions and communities to deploy ICT for development;
3. Building the requisite infrastructure and skills to enable Camel Communities deploy ICT effectively in her programme areas; and



OUR APPROACH



Our approach shall be defined by the need for increased sustainability, legitimacy and impact of governance and development programmes.

Based on the above three tenets, the implementation of this Strategic Plan shall be premised on 5 pillars:

- 1. Partnerships**
Camel Communities will strive to build strategic, funding and implementing partners (at community, national and international levels) throughout her programme portfolio. We believe that development work is more effective when synergies are built across organisations and communities.
- 2. Work through existing local institutions**
Camel Communities will as much as practically possible work through established local leaders and institutions. This will enhance legitimacy and sustainability of the programmes undertaken in the respective communities.
- 3. Main stream cross cutting themes in all our programmes**
In designing and implementing all programmes across the 7 thematic areas, the cross-cutting themes of youth, women, ICT and urbanization will be mainstreamed. A case in point could be mainstreaming ICT in all the 7 thematic areas and ensuring that youth, women and the urban poor participate/benefit meaningfully from all the programmes run under the 7 thematic areas.
- 4. Compliment not competes**
Based on our organisational philosophy, Camel Communities will try as much as possible to ensure that her programmes compliment not compete with existing government, communities and other civil society programmes. This is also in tandem with our emphasis on building partnerships across the spectrum of development actors.
- 5. Evidence based programming**
Our programme design will be premised on evidence based and participatory planning. The organisation will rely on existing evidence or undertake new evidence based on baseline survey, focused discussions and community engagements, among others.

Camel Communities will have annual work plans and quarterly reviews to assess impact of the programmes being implemented and to re-align them with the emerging issues in the environment. Project and Annual Reports will be transparently shared with all interest holders in a timely and convenient manner.

WHAT WILL A SUCCESSFUL CAMEL LOOK LIKE AS AN ORGANISATION?

2021 marks a great transition for Camel communities from a Community Based Organisation (CBO) operating at local level into a full-fledged National NGO. Since her inception in 2014, Camel has been largely operating in parts of Busoga and mainly dealing with issues of education. Our Strategy is to grow into a well-established national organisation, reaching more people and institutions with additional programmes in our 7 thematic areas.

We have taken a careful reflection on the past 7 years of our existence and agreed to move to the next level. Being national brings more challenges, more opportunities and gives us room to serve more people in more than one way.

We look forward to the next five years with a lot of excitement as we re-brand and build the capacity of Camel to take on an extended mandate, relate with more partners at local, national and international level, and mobilise additional resources to create bigger impact in line with our strategic goal.

We hope that by 2025, a successful Camel shall not only be delivering projects but delivering them effectively and efficiently. This calls for robust investment in human resource. Camel can only be successful if it builds solid skills in the areas of education, livelihood, Community empowerment, health water and sanitation, and humanitarian aid. The organisation must also develop additional skills in youth and women empowerment, ICT and urbanization governance.

A successful Camel will also have additional institutional capacity anchored on an established full-fledged secretariat. The organisation will need adequate office space, facilities and operational logistics/tools of work like ICT equipment. A successful Camel will thrive on good principles of corporate governance. We aim at having a functional board, a clear relationship between board and other structures and a robust policy framework upon which the organisation is run.

Camel will have an effective communication, branding and visibility strategy which ensures that it has timely and effective interaction with the different interest holders but also ensures that the organisation and her partners are well represented before the different stakeholders. The identity, culture and experiences of Camel will be well projected internally and externally.

A successful Camel will have Built and sustained strong partnerships & networks with local and international players in the governance and development fields. Lastly, a successful Camel should have capacity to mobilise and manage resources needed to execute this Strategic plan in addition to responding to strategic emerging issues in the governance and development sectors. Camel will also engage in social investments that will support in growing her resource base and enhancing sustainability.

