

# CPAR Uganda Strategic Direction 2020-2030

## 1. Vision and Mission

### 1.1. Vision

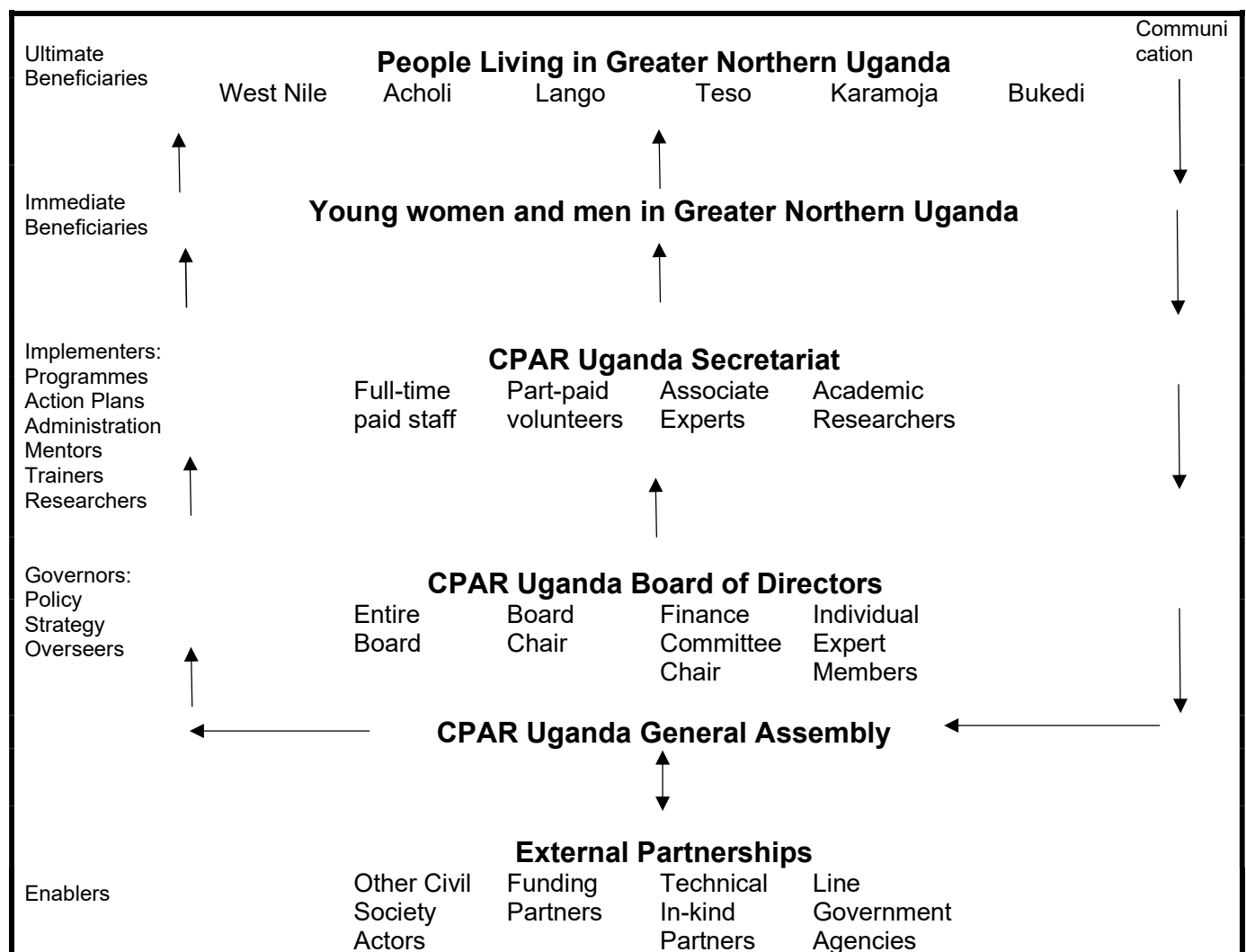
The vision, the overall goal, of CPAR Uganda is for people of Greater Northern Uganda to be able to meet their basic and genuine needs. That people of Greater Northern Uganda have access to:

- Good healthcare
- Healthy food
- Viable livelihoods

### 1.2. Mission

In order to achieve its vision, it is CPAR Uganda's mission to train and mentor young people of Greater Northern Uganda to possess an attitude of self-reliance. Training and mentoring them to:

- Adopt the culture of saving so as to generate capital for investment.
- Invest in and manage viable income generating activities.
- Initiate the formation of sustainable and effective self-help development groups.
- Participate in community leadership, including in advocacy for public services
- Take part in decision-making processes



## 2. Planned Interventions

### 2.1. Action Area One: Cadre of consciously awakened, skilled young women and men

The majority of Uganda's population is younger than 30 years of age. And agreeing with the *“impressionable years hypothesis”* (Krosnick and Alwin 1989), this intervention targets young people, since they *“are most susceptible to political attitude change.”*

#### 2.1.1. Train and Mentor Youths into Innovators Against Poverty in Uganda



Adapted from Stan Burkey's unique and effective Change Agent Training Programme, our ***“Mentor Youths into Innovators Against Poverty”*** programme consists of four independent modules: Module 1: Understanding Poverty in Rural Uganda; Module 2: Applying Development Methodologies and Theories to Rural Uganda; Module 3: The Dynamics of Uganda's Rural Economy; and Module 4: Initiating and Sustaining Innovations for Positive Change in Rural Uganda. Young women and men, aged 20 to 39 years, will be trained in cohorts of a minimum of 20 and a maximum of 25 gender-balanced trainees. Each cohort will go through four 2-week residential participatory training workshops, interrupted by three 4-week periods during which the trainees will be mentored as they do participatory action research and fieldwork in their respective communities.

The trainers and mentors for this intervention will be selected from among experienced trainers of trainers who are graduates of Burkey's programme. Developed and introduced in Uganda in 1986, over the years, the capacity of thousands of Ugandan rural men and women has been built through Burkey's programme. Including the now high-profile leaders, such as, the only two women who have ever been the Leader of Opposition in the Parliament of Uganda – Hon. Betty Aol Ochan and Hon. Winnie Kiiza.

Burkey, the author of the book ***“People First – A Guide to Self-Reliant Participatory Development,”*** is among CPAR Uganda's volunteer advisors.

The immediate beneficiaries of this intervention shall be young people who have had formal tertiary education. Including students and those who have recently completed formal schooling. Some could already be in formal employment; others are seeking formal employment; and others are exploring self-employment.

The ***“Mentoring Youths into Innovators Against Poverty”*** programme will be domiciled at CPAR Uganda's Oyam Learning Centre, located in Akaidebe in Loro Town Council. Funding permitting, hands-on residential training sessions will be on-going throughout.





### 2.1.2. Youths-Oriented Development Communication Media; Creative Arts and Theatre for Development Mentorship



Using the tradition of Paulo Freire's ***"Pedagogy of the Oppressed"*** and Augusto Boal's ***"Theatre of the Oppressed"***, CPAR Uganda will gain access to communities through young people of those communities. It will identify, train and mentor the selected young people to be able to produce community theatre interventions (drama, poetic recitals, dance, storytelling, music, puppetry, fine art, and others) and audio-visual content (radio, television, community film, social media and ICT generally). The community interventions shall be intentional in addressing, informing and challenging people to action on contemporary community development issues in Health; The Economy; Agriculture; Livelihoods; and others

CPAR Uganda will go into the communities without a pre-defined message. The intention is to nurture and to skill its mentees to do theatre and media induced participatory action research. Together with others in their communities to participatorily identify the problems and to propose the solutions; dramatize them, so as to stimulate further analysis; leading to community ownership and which should trigger positive attitude change of all participants and consequently spur follow-up action.

In all of the productions, the performers will be the mentees, young people from the region, mentored by a team of professionals led by Mr. Philip Luswata, with whom CPAR Uganda is partnering.

The productions from this intervention will be performed to participating communities at grassroots level; and the audio-visual content will be widely exhibited by exploiting available community gathering, such as market days, community loudspeaker radios, early evening gatherings, religious occasions, captive audiences like schools, and others.

Benefiting young people will also be mentored in exploiting media and communication opportunities available to them within their communities to improve their own household income through employment in the arts.

The plan is that CPAR Uganda's property at Plot 30 Gulu Avenue in Gulu City is to be transformed into a Youths-Oriented Development Communication Media; Creative Arts and Theatre for Development Mentorship; and Production Centre. And it will become the epicentre for CPAR Uganda's youths-led grassroots policy advocacy programming.



## 2.2. Action Area Two: Culture of saving and investing in viable income generation

Interventions described in Action Area One, above, lay the foundation for CPAR Uganda's beneficiaries to adopt the culture of saving and investing in viable income generation. The ones in Action Area Two, here below, are intended to ensure greater and wider success through affirmative action for specific disadvantaged groups.

### 2.2.1. Women Have Access to Finance for Income Generation



This activity is inspired by experiential learning of a CPAR Uganda beneficiary, Robert Oluka. A university graduate and a borne of Ochelakur Village in Kalaki District in Teso Sub-Region, Robert was forced to return to his ancestral home because of the Covid-19 induced lockdowns. He was forced to close his boda-boda (motorbike) spare parts shop in Lira, because of no customers. While back in Ochelakur, Robert testifies observing his fellow community members failing to adequately meet their basic and genuine needs, because the only way they knew how to make a living, fishing and fish mongering, is no longer accessible to them. In April 2019, the Government suspended fishing on Lake Kyoga. Robert risked and used his meagre savings to give lower interest loans to members of his remote and isolated village who approached him in desperation. The loans reportedly enabled the beneficiaries to effectively diversify into non-fishing related livelihoods.

With Robert as team leader, CPAR Uganda plans to raise funds in order to establish a loan fund from which to provide seed financing to grassroots owned community loan schemes that will be established through participatory processes that will be facilitated by CPAR Uganda trained and mentored youths, such as Robert. Through the community loan schemes, enterprising women at the grassroots will access loans to invest in their micro businesses. This will boost the capital of women owned micro businesses and it will motivate women to get loans to start-up income generating activities. It is expected that the beneficiaries of this activity will successfully use the finances that they access to engage in profitable income generation; earn sufficient incomes; and be able to meet the needs of their households. In addition, in doing so, beneficiary women will testify attaining improved social standing in their wider community.

In essence, this is an affirmative action intervention to facilitate households to have livelihood options; to be able to start and to operate viable businesses through which they can earn a living; and be able to meet the basic needs, as well as the genuine needs of their respective households. In Greater Northern Uganda, women are functionally responsible for the wellbeing of their households. Often, it is they who play the central role of feeding members of their households; and doing the caregiving in times of ill-health; hence the reason this intervention is targeted at them.

This intervention will be domiciled at the CPAR Uganda Lira Learning Centre, on Plot 5 Makerere Road. It will first be piloted within two communities – one in Lango Sub-Region and another in Teso Sub-Region. Using learning from the pilot, CPAR Uganda plans to extend this intervention to the rest of Greater Northern Uganda.





## 2.2.2 Youth Artisanal Apprenticeships for Improved Incomes



The National Survey Report 2019/2020 by the Uganda Bureau of Statistics (UBOS) confirms a low employment rate among Ugandan youth aged 18-30 years - an employment to population ratio of 37.4 percent. This means that the majority of youth in Uganda are unemployed. De facto, the majority of Ugandans are unemployed, since the majority of Uganda's population, 78 percent, is aged 30 years and below. The situation is likely even worse for the youth of Greater Northern Uganda, a region, according to UBOS, with an employment rate of, on average, 32.3 percent. By sub-regions, the situation is worst in Lango and in Acholi with low employment rates of 14.2 percent and 15.5 percent, respectively.

Jimmy Ezra Okello, a CPAR Uganda beneficiary, utilized the COVID-19 lockdown period to learn a new skill as a welder. He, a university graduate, humbled himself and apprenticed with an artisan who had less formal education qualifications than he had. Ezra credits the CPAR Uganda mentoring programme for grounding him; thus, his new appreciation of non-white-collar jobs. Ezra's testimony demonstrates feasibility and viability of sustainable livelihoods from artisanal work. A quick fix, if you will, to the youth unemployment crisis. Ezra testified:

***"My welding teacher cautioned me: "Here is not a school, but it is where we do practical work. The good thing with this welding apprenticeship is that you earn money as you learn." He told me of how the welding business had made it possible for him to progress in life. Just within two years of operating the business, he testified to me, that it had generated income, which enabled him to buy a plot of land within his ancestral village; and to build a house on it, a family home. So, welding is a very good business to do, emphasized my teacher. The interesting thing in doing this welding business is when you are working on a window or on a door frame, you can as well get money from sharpening an axe, knives, handheld hoes; and from welding motor bikes, among others. And when you sell a finished door or window you have an assured profit. You can make a profit of Shs. 79,000 (US\$ 20.54) from making and selling a standard single door; and Shs. 28,000 (US\$ 7.28) from making and selling a standard window. You can make two doors and two windows in a day."***

CPAR Uganda will provide youth with opportunities to acquire life skills and knowledge to earn incomes from artisanal work. In order to do so, it will raise funds that it will use to access to youth apprenticeships similar to the one experienced by Ezra. With Ezra as team leader, CPAR Uganda plans to equip and to modify its property on Y. K. Museveni Road in Pader Town Council into an artisanal skills development centre. CPAR Uganda will first pilot its artisanal apprenticeship programme with welding apprenticeships and then use the learning from the pilot to roll out to other artisanal enterprises – carpentry, tailoring, and more.



### 3. Conclusion

With funding support, it is feasible for CPAR Uganda to break poverty cycles in Greater Northern Uganda through mentoring young people into innovators and advocates against poverty within their respective communities. This is how and why:

#### 3.1. Inspiring CPAR Uganda Beneficiaries



In 2020, like all others, the work of CPAR Uganda was interrupted when the COVID-19 pandemic hit and lockdowns were put in place. Nevertheless, how CPAR Uganda beneficiaries innovated during that difficult period is inspiring. Like Robert and Ezra, described in Section 2 above, Acio Sharon Enon (pictured left), is another of CPAR Uganda's inspiring beneficiaries. Sharon credits knowledge from CPAR Uganda for prompting her to open a shop in her residential village in Lira curing the lockdown. Sharon is a university graduate, a trained teacher and among the thousands of young people who the start of their careers was negatively impacted by the pandemic.

#### 3.2. Successes of Human Resources Development Programmes

Successes of programmes that invest in human resources development, for example, Burkey's programme, support the thesis that through training and mentoring, poverty cycles can be broken. Paineto Baluku, a senior secondary school dropout, who in 1992 benefited from Burkey's training, provides a good example. After his training experience, Baluku persuaded his community on the importance of group action; which led to a grassroots formation of Bukonzo Joint Cooperative Union in 1999; now respected and renowned on the world stage for improving the quality of life of many farming households.

 **Twinn** @twinnfairtrade · Feb 10, 2018

Hearing from Paineto how support from @comicroelief helps farmers set out an amazing vision journey for #BJCU in Uganda  
#makingbettercoffee #developmentthroughtrade #fairtrade



Young people can become effective active citizens who engage in public resources governance and management; and who advocate for public services provision. CPAR Uganda's proposed interventions, it is intended, shall deliver such successes as Burkey's programme did in nurturing leaders. It is no coincidence that the only two women to have so far held office as the Leader of Opposition in the Parliament of Uganda are beneficiaries of Burkey's programme. Both women, Hon. Ochan and Hon. Kiiza, moreover, remain humble and active at the grassroots level in constituencies they represent.

### Author

Following wide stakeholder consultation, this strategic direction was authored on behalf of CPAR Uganda by **Ms. Norah Owaraga, Managing Director**; and it was approved on behalf of the CPAR Uganda Board of Directors by the **Board Chair, Prof. Christopher Garimoi Orach**.