



**AFRICAN CENTRE FOR TREATMENT & REHABILITATION OF  
TORTURE VICTIMS (ACTV)**

# **STRATEGIC PLAN 2021-2025**

**May 2021**

## Table of Contents

EXECUTIVE SUMMARY .....	1
1.0. INTRODUCTION .....	6
1.1 Strategic Planning Process .....	6
2.0. PERFORMANCE OF STRATEGIC PLAN 2016-2020.....	7
2.1 Lessons Learnt .....	8
3.0. WHY TORTURE SHOULD BE BANISHED .....	9
3.1 Sustainable Development Goals (SDGs).....	9
3.2 Constitution of Uganda and Uganda Vision 2040.....	10
3.3 National Development Plans.....	10
3.4 Legal Instruments Against Torture .....	10
4.0 OPERATING ENVIRONMENT.....	12
4.1 Political and Legal Environment.....	12
4.2 Economic Environment.....	13
4.3 Socio-Cultural Environment .....	13
4.4 Technological Environment .....	15
4.5 Internal Factors.....	15
5.0 STAKEHOLDER ANALYSIS .....	18
6.0 SWOT ANALYSIS .....	20
7.0 STRATEGIC DIRECTION 2021-2025 .....	23
6.1 ACTV Theory of Change.....	23
6.2 Strategy for 2021-2025 .....	25
8.0 IMPLEMENTATION PLAN .....	26
9.0 IMPLEMENTATION BUDGET AND RESOURCE MOBILIZATION .....	29
8.1 Implementation Budget .....	29
8.2 Resource Mobilisation.....	29
10.0 MONITORING, EVALUATION AND RISK MITIGATION .....	31
10.1 Risk Management .....	32
Annexure 1: Detailed Budget 2021-2025 .....	33
Annexure 2: Monitoring and Evaluation Plan .....	38

### **List of Tables**

Table 1: ACTV STAKEHOLDER ANALYSIS .....	19
Table 2: ACTV- SWOT ANALYSIS.....	20
Table 3: ACTV Strategic Plan 2021-2025 – Strategic Pillars and Objectives.....	25
Table 4: IMPLEMENTATION PLAN .....	26
Table 5: Costing by Focal Areas: Strategic Plan 2021 - 2025 (UGX Million) .....	29
Table 6: Risk Management Matrix .....	32

### **List of Figures**

Figure 1: ACTV Stakeholder s .....	18
------------------------------------	----

## ACRONYMS

<b>ACTV</b>	African Centre for Treatment and Rehabilitation of Torture Victims
<b>CEO</b>	Chief Executive Officer
<b>HFA</b>	Head of Finance and Administration
<b>GBV</b>	Gender-Based Violence
<b>GoU</b>	Government of Uganda
<b>IRCT</b>	International Rehabilitation Council for Torture Victims
<b>MoU</b>	Memorandum of Understanding
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-Governmental Organisation
<b>PSU</b>	Professional Standards Unit
<b>SDG</b>	Sustainable Development Goals
<b>SO</b>	Strategic Objective
<b>SP</b>	Strategic Plan
<b>UHRC</b>	Uganda Human Rights Commission

## EXECUTIVE SUMMARY

African Centre for Treatment and Rehabilitation of Torture Victims (ACTV) is a non-governmental organisation focused on advocacy against torture, providing medical, physiological and psychological treatment and rehabilitation services to survivors of torture. ACTV was established in June 1993 under the guidance of the International Rehabilitation Council for Torture Victims (IRCT).

ACTV's Five-Year Strategic Plan (2016-2020) has come to an end, and a new plan is developed to guide its operations for the next five years. The Five-Year Strategic Plan (2021-2025) is developed through a participative process. The stakeholders' inputs, both internal and external, were received through meetings, key informant interviews, surveys and workshops. ACTV reviewed performance of the 2016-2020 Strategic Plan and integrated the lessons learnt into the new Plan. ACTV scanned the operating environment, conducted a SWOT analysis, and reviewed its vision, mission and core values.

ACTV, through the above process, defined its strategic direction and articulated its theory of change. After that, an implementation plan - along with a budget with a resource mobilization strategy - and monitoring and evaluation and risk management plans were developed.

### **Performance of 2016- 2020 Strategic Plan**

The 2016-2020 Strategic Plan focused on four strategic areas namely, holistic treatment and rehabilitation, advocacy against torture, research and documentation, livelihood support and building the institutional capacity. Overall, the success in the implementation of the Plan can be termed as moderate. A limited resource base has been a core challenge in the performance of the 2016-2020 Strategic plan. Notably, resource constraints was a key challenge faced in implementing the 2011-2015 Strategic plan illustrating its chronic nature.

## **Why Torture is Still a Critical Issue in Uganda**

The Uganda Constitution prohibits torture. Uganda is a signatory to several international and regional instruments banishing torture. The Government established the Uganda Human Rights Commission (UHRC) to promote human rights and investigate and adjudicate cases of human rights abuse. However, Uganda continues to experience frequent instances of torture and violence. Inadequate investigative skills of law enforcement officers, high levels of impunity and corruption exacerbate the situation. Gender-based violence (GBV) also contributes to the increasing cases of torture in Uganda.

The high incidence of torture cases underlines the immense need for ACTV to provide treatment and rehabilitation to the hapless survivors of torture.

## **Political, Socio-Economic and Technological Factors**

While poverty levels have reduced significantly over the past 30 years, there has been a spurt in poverty in recent years. Population growth without proportionate economic growth also leads to persistent poverty.

High rates of malaria, tuberculosis, HIV/AIDS in Uganda further exacerbate the plight of survivors of torture because due to their being economically disadvantaged, they may not be able to treat those aforementioned ailments leading to not recovering completely from the effects of torture. The COVID-19 pandemic has further compounded the situation at hand, leading to loss of employment and increased poverty.

Digitalisation has created vast opportunities for ACTV to engage both the survivors and perpetrators of torture in the fight against torture. Internet penetration, mobile money services and the popularity of online services offer opportunities for ACTV to digitalise its services.

## **Internal Factors**

ACTV has an independent and competent Board of Directors. ACTV has a team of staff skilled in programming, medicine, physiotherapy, psychology, law and administration to implement the program activities. ACTV's holistic treatment and rehabilitation and its non-confrontational, evidence-based and constructive approach are unique and compelling.

The geographic footprint of ACTV is limited to the central and northern corridors of the country. There are opportunities to strengthen the policy environment and develop staff capacity to improve organisational efficiency and effectiveness. Furthermore, the recently obtained status of a Legal Chamber, that is having ACTV legal officers representing clients in court, broadens the opportunity for ACTV to strengthen the legal support to the survivors of torture.

ACTV depends on Development Partners and has a low survival ratio in the event of disruption of funding from them. The fact that torture is a politically sensitive matter tends to limit the funding support, in general. The shifting priorities of Development Partners, particularly in the context of the COVID-19 pandemic, can also adversely affect ACTV's financial position. ACTV needs to strengthen its resource mobilisation capacity to be sustainable.

## **STRATEGIC DIRECTION OF ACTV**

To fulfil the mandate, ACTV has reviewed and defined its strategic direction for the next five years. The strategic pillars and objectives have also been defined.

*Vision: A World free from torture.*

*Mission: To advocate against torture, gender-based violence and other forms of violence and provide holistic care to survivors.*

*Core Values: Teamwork, Integrity, Professionalism and Compassion*

ACTV's theory of change logically presents how its interventions create a positive impact against the harsh realities of torture and inspires the entire team of Board, Management, Staff and Stakeholders.

The activities of ACTV are aligned with Sustainable Development Goal (SDG) 16: Promoting peaceful and inclusive societies for sustainable development and SDG 3: Ensuring healthy lives and promoting well-being for all ages.

### **Strategic Pillars and Objectives**

The strategic pillars and the objectives of the Strategic Plan 2021-2025 are given below.

#### **Pillar 1: Holistic Treatment and Rehabilitation**

SO1: Promote access to holistic treatment and rehabilitation services to survivors of torture, GBV and other forms of violence.

#### **Pillar 2: Advocacy for Torture Prevention**

SO2: Advocate for the prevention of torture and the effective implementation of the anti-torture law.

#### **Pillar 3: Research and Documentation**

SO3: Strengthen research and documentation on torture and other forms of violence.

#### **Pillar 4: Livelihood Support**

SO4: Empower survivors of torture, GBV and other forms of violence through livelihood support.

#### **Pillar 5: Legal Aid**

SO5: Strengthen legal support to survivors of torture, GBV and other forms of violence through professional litigation services.

#### **Pillar 6: Enhance Institutional Sustainability**

SO6: Improve resource mobilisation, financial sustainability, human resource capacity and organisational systems of ACTV.



## STRATEGIC IMPLEMENTATION

An Implementation Plan is developed with the details of activities, accountability centres and milestones. ACTV will prepare Annual Plans with detailed activities of each department to operationalise the Strategic Plan.

The Plan is estimated to cost twenty four billion, eight hundred million Uganda shillings (UGX 24,800,000,000=), and resource mobilisation is a critical success factor. The Board and Management will actively participate in the resource mobilisation efforts. ACTV will explore opportunities for mobilising resources from foreign development partners, corporate and individual donors within Uganda. Besides, ACTV will pursue efforts to generate income internally, reduce operational costs and improve sustainability.

### **Monitoring, Evaluation and Risk Mitigation**

Management will be primarily responsible for implementing the Plan, which the Board will monitor. The Management will prepare quarterly and annual reports on the progress of implementation and present them to the Board for comments and recommendations for enhanced performance.

An external consultant will conduct a mid-term evaluation of the Strategic Plan. The Board will consider the mid-term review findings and the management of recommendations and approve changes if any on its merit.

## **1.0. INTRODUCTION**

African Centre for Treatment and Rehabilitation of Torture Victims (ACTV) is a non-governmental organisation (NGO) focused on advocacy against torture, providing physical and psychological treatment and rehabilitating survivors of torture in Uganda. ACTV also conducts research on torture and offers livelihood support to survivors of torture.

ACTV was launched in June 1993 under the guidance of the International Rehabilitation Council for Torture Victims (IRCT). The Head Office at Kampala and the branch at Gulu offer medical, physiotherapy and psychological services to survivors of torture. ACTV has satellite offices in Karamoja sub-region in North - Eastern and Kasese districts in Western Uganda.

ACTV develops Five -year Strategic plans to guide its operations. The 2016-2020 Strategic Plan has come to an end. The new Strategic Plan for the period 2021-2025 is developed to provide the Strategic direction for the interventions in the next five years.

### **1.1 Strategic Planning Process**

The 2021 – 2025 Strategic Plan, was developed through a participative process. The stakeholders' input, both internal and external, was received through meetings, key informant interviews, surveys and workshops. The performance of the 2016-2020 Strategic Plan was also reviewed, and the lessons learnt were integrated into the new Strategic Plan. The internal and external environment was scanned, and a SWOT analysis conducted. ACTV's mission, vision and values were reviewed.

Based on the results of the above processes, the strategic direction of ACTV was defined. ACTV has also articulated its theory of change as part of the development of this Strategic Plan.

Based on the above, the strategic objectives for 2021-2025 were defined. After that, an implementation plan specifying the strategic interventions, activities, accountability

centres and milestones were prepared. A budget, resource mobilisation strategy and plans for monitoring and evaluation and risk management were also developed.

## **2.0 PERFORMANCE OF 2016-2020 STRATEGIC PLAN**

The ACTV 2016-2020 Strategic plan focused on promotion and protection of human rights. A summary of the performance of the strategic objectives for the Strategic Plan is given below.

***SO1: To provide quality holistic treatment and rehabilitation services to survivors of torture.***

Under this Objective, ACTV treated 6,680 against a target of 6,000 of which 353 survivors of torture fully recovered through the rehabilitation process. Notably, despite inadequate funding, especially in 2017, the organisation exceeded the target.

***SO2: To advocate for the prevention of torture and implementation of the Prevention and Prohibition of Torture Act, 2012 (PPTA).***

ACTV conducted mass awareness and training programs on the PPTA during the last Strategic Plan. Three cases were resolved, one of them with a compensation. The long-drawn legal processes and dependence on the external legal counsels were reasons for the below-par performance.

***SO3: To undertake research and documentation on torture***

During the last strategic planning period, ACTV conducted five research studies and published two success story booklets.

***SO4: To empower survivors of torture through socio-economic projects that enable them to integrate into society.***

ACTV supported 577 survivors compared to the target of 480. The survivors received access to savings and investment groups, vocational skilling, and direct support with food and shelter. The livelihood program has a limited reach, covering only 8% of the 6,000 torture victims under the ACTV rehabilitation program.

*SO5: To build the institutional capacity of ACTV to deliver on her mandate.*

The staff retention rate increased to 80% during 2016-2020 compared to 60% in 2011-2015. The organisational structure was reviewed and aligned with the needs of the Strategic Plan. ACTV could not embark on large capacity building plans owing to resource constraints.

## **2.1 Lessons Learnt**

Limited resource base was a core challenge in the implementation of the 2016-2020 Strategic Plan. Notably, resource constraints was also a key challenge faced in implementing the previous 2011-2015 Strategic plan, which illustrates its chronic nature. Therefore, ACTV must focus on resource mobilisation to implement plans and program successfully to fulfil its mandate.

## **2.0. WHY TORTURE SHOULD BE BANISHED**

The United Nations Convention against Torture (1987) defines torture as "*intentional infliction of physical or mental pain or suffering.*" The Universal Declaration of Human Rights prohibits using torture and other cruel, inhuman, degrading treatment or punishment on human beings in all circumstances. Article 5 of the Universal Declaration of Human Rights states that "No one shall be subjected to torture or cruel, inhuman or degrading treatment or punishment." In express terms, torture is prohibited under customary international law.

Thus, the Convention Against Torture identifies three elements that, if combined, constitute torture, i.e., (i) intentional infliction of severe pain or suffering (ii) for a specific purpose, such as to obtain information, as punishment, or to intimidate, or for any reason based on discrimination; and (iii) by or at the instigation of or with the consent or acquiescence of state authorities.

Uganda is a signatory to the International Convention on Civil and Political Rights (ICCPR) 1966. Article 7 of the ICCPR prohibits torture, cruel, inhuman and degrading treatment.

As reflected in Aspiration 3 of Agenda 2063, the African Union envisions an Africa of good governance, democracy, respect for human rights, justice and the rule of law. African Charter on Human and Peoples' Rights and African Charter on the Rights and Welfare of the Child prohibit torture.

Pillar 3.6 of Vision 2050 –In order to achieve Vision 2050, the East African Community needs to espouse democratic values, human rights, access to justice and the rule of law and have them entrenched in all East African Partner States.

### **3.1 Sustainable Development Goals (SDGs)**

Uganda is a signatory to the SDGs. While most of the SDGs will be relevant to the operations of ACTV, two SDGs are of utmost importance.

- SDG 16: *Promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels.*
- SDG 3: *Ensuring healthy lives and promoting well-being for all ages.*

ACTV's objectives are aligned with the SDGs in addressing issues of torture and violence through advocacy, treatment and rehabilitation of the survivors.

### **3.2 Constitution of Uganda and Uganda Vision 2040**

Article 24 and 44, the 1995 Constitution of Uganda guarantees freedom from torture and other cruel, inhuman and degrading treatment. The country enacted Prevention and Prohibition of Torture Act, 2012 and established the Prevention and Prohibition of Torture Regulations, 2017. Notably, ACTV was instrumental in the enactment of the law and the regulations.

Uganda Vision 2040 recognizes the need for Government to ensure that the human rights-based approach to development is integrated into policies, legislation, plans and programs.

### **3.3 National Development Plans**

The Third National Development Plan (NDP III) of Uganda aims to increase household incomes and improve quality of life. NDP III prioritises gender mainstreaming, equity and human rights, eradicating child labour, and scaling up the efforts to prevent gender-based violence. NDP III notes that low respect for and observance of human rights and fundamental freedoms is a cause for weak adherence to the rule of law.

However, unlike NDP II, NDP III does not emphasise the use of human rights-based approaches.

### **3.4 Legal Instruments Against Torture**

Uganda has ratified several binding legal entrustments banishing torture in any form.

These include:

- the Convention against Torture (CAT),
- the International Covenant on Civil and Political Rights (ICCPR),
- the Maputo Protocol,
- the Convention on the Rights of the Child (CRC)
- Convention on the Protection of the Rights of All Migrant Workers and Members of their Families,
- Convention on the Elimination of all Forms of Discrimination against Women,
- Convention on the Rights of Persons with Disabilities (CRPD),
- Convention on the Elimination of All Forms of Racial Discrimination and
- the Rome Statute to the International Criminal Court (Rome Statute of the ICC).

These conventions and treaties address torture against all citizens, including refugees, migrants, women, children or persons with disabilities.

### **3.3.1 Torture is still pervasive**

Anyone can be a victim of torture regardless of the status. Children and women are victims of torture in families. Gender-Based Violence (GBV) is a major form of torture against girls and women among families. The 2016 Uganda Demographic and Health Survey revealed that up to 22% of women aged 15 to 49 in the country had experienced some form of sexual violence. The report also revealed that annually, 13% of women aged 15 to 49 report experiencing sexual violence. This translates to more than 1 million women exposed to sexual violence every year in Uganda.

The UHRC is established to promote human rights observance, investigate and adjudicate human rights abuse cases. However, UHRC does not have a substantive Chairperson since November 2019, reflecting the low priority the Government attaches to it.

Violence against women has taken new, more sophisticated forms. An increasing number of women are, for instance, reporting cyber-bullying and abuse through social

media and smartphones. The parents, husbands, housemaids have been noted to use torture as a form of punishment or chastisement.

The impact of torture on the victims are physical disability, psychological disability, physical injuries, and loss of livelihood, loss of education, loss of employment opportunities, family breakage, drug abuse, suicide /suicidal tendencies, death, among others.

When accountability for acts of torture is pursued through courts of law and UHRC processes, compensation awards to survivors are unduly delayed. And even where offered, such awards are often not proportionate to the devastating impact and level of suffering of the victims and survivors of torture, which hinders more victims and survivors coming forth.

#### **4.0 OPERATING ENVIRONMENT**

##### **4.1 Political and Legal Environment**

A tense political environment, inadequate investigative skills of law enforcement officers, impunity, corruption and an ill-trained human resource to enforce laws leads to increased instances of torture, despite legal provisions. The Police Act (CAP 303) Section 25 specifies that where a complaint of torture of a suspect in custody is made to a magistrate, the magistrate shall order an investigation into the allegation. Similarly, Section 26 of the Uganda People's Defence Forces Act (CAP 307) prohibits torture within the military.

The UHRC data show the police and other armed forces account for the majority of torture and human rights abuses (*UHRC Data – 2018/01/April-Torture-in-Uganda, A Baseline Survey on the Situation of Torture Survivors in Uganda*). Cognisant of the situation, Uganda Police established the Professional Standards Unit (PSU) to investigate public complaints. The Human Rights and Legal Directorate of Police works with PSU to ensure professional standards and observance of human rights.



Uganda Police also developed Anti-Torture Guidelines with input from ACTV and UHRC.

However, the Penal Code (Amendment) Act 2007, the Domestic Violence Act 2010, the Sexual Offences Bill and the Marriage Bill do not address the challenges of violence against women. The enforcement of the Prevention and Prohibition of Torture Act (2012) is a challenge for the want of competent, professional, well-trained technocrats to hold perpetrators accountable.

ACTV has an opportunity to stand as a key player in advocating for freedom against torture, gender-based violence and other forms of violence in Uganda. Uganda's political environment necessitates ACTV to advocate against torture and gender-based violence and care for the survivors.

#### **4.2 Economic Environment**

There have been drastic reductions in poverty levels in Uganda over the past 30 years. The country surpassed the first target of the Millennium Development Goal of halving the proportion of people living in extreme poverty by 2015. Ugandan economy grew at an average of 5.25% between 2016 and 2020. However, the Uganda National Household Survey 2016/17 shows that the poverty levels have increased from 19.7% to 21.7% between 2012/13 to 2016/17. Similarly, the percentage of the labour force employed in 2017/18 reduced to 56.8% from 75.4% in 2012/13 (Source: UBOS Statistical Abstract 2018). The majority of torture survivors face the challenge of unemployment. The COVID-19 pandemic has aggravated the employment situation (EPRC study) and increased the country's poverty levels. An estimated 3.8 million people lost their jobs by December 2020 due to the Covid-19 pandemic. Unemployment and poverty tend to exacerbate the crime rate, which in turn increases the incidences of torture.

#### **4.3 Socio-Cultural Environment**

Uganda's population is estimated at 47 million as of November 2020 (UBOS) and grows at an average of 3.24% annually. According to the National Census 2014, 70%

of the country's population is below 30 years. The number of refugees is estimated to be about 1.3 million (*Source: World Population Prospects 2019*).

Uganda has to deal with high rates of infectious diseases such as malaria, tuberculosis and HIV/AIDs. HIV is prevalent among 6.2% or 1.3 million Ugandans aged between 15 and 64. (*Source: Uganda Population HIV Impact Assessment, 2017*). The high population growth rate without proportionate economic growth leads to persistent poverty, which has a causal relation to torture.

Despite the fact that the Government of Uganda has formally recognised gender equality and women's rights as central to sustainable development, gender-based violence is unabated. It is one of the most widespread, persistent and devastating human rights violations in Uganda. The challenge persists with 56% of women experiencing spousal violence and 22% sexual violence, according to the Uganda Demographic Household Survey, 2016. Harmful practices such as child marriage and female genital mutilation still exist in many parts of the country. One in five women aged 15-49 years have experienced sexual violence at some point in their life compared to men, with less than 1 in 10 (UDHS, 2016). This translates to more than 1 million women exposed to sexual violence every year in Uganda.

According to the Uganda Police Force's annual crime report, GBV cases reported and investigated increased from 38,651 to 40,258 cases between 2015 and 2016. In 2019, 15,706 persons were victims of sex-related crimes, out of whom 13,536 were female juveniles, 278 were male juveniles, 1,829 were female adults, and 63 were male adults.

The Government of Uganda instituted a countrywide partial lockdown and other containment measures in March 2020 to control the spread of the Corona Virus (COVID-19) outbreak. The Covid-19 pandemic aggravates the vulnerability of survivors of torture, GBV and other forms of violence. Further, according to UNFPA, the Covid-19 pandemic has been the fastest moving global public health crisis in the 21<sup>st</sup> Century, causing significant mortality and morbidity and giving rise to health and

social, economic challenges to families, which are the primary triggers of domestic violence. Before the lockdown, 46% of women experienced physical violence from their partners, but this increased to 56% by the first week of the first phase of the lockdown.

#### 4.4 Technological Environment

Technology offers an opportunity for ACTV to achieve a wider reach to the survivors of torture, GBV and other forms of violence countrywide. Several low-cost technological solutions, such as Zoom, WhatsApp, Signal, Skype, etc., can help ACTV communicate with the survivors of torture and stakeholders. Social media solutions such as Twitter, Facebook, Instagram and YouTube allow outreaches to stakeholders and the general public. The platforms can be of immense value for information dissemination, advocacy and resource mobilisation. Furthermore, software applications such as Pharmacinet, Information Management System and accounting packages can increase efficiency, effectiveness and control. The prevalence of mobile money services has cash transfer to beneficiaries easier.

Access to data and information on torture and violence is a major challenge in Uganda. As the lead national platform against Torture, ACTV could leverage technology for research, documentation and dissemination of information on torture, GBV and other forms of violence.

#### 4.5 Internal Factors

The key internal factors that can influence the success of the Strategic Plan are outlined below.

- **Board:** ACTV has an independent Board of Directors made up of technical experts in health, human rights and law. In 2019, ACTV identified a need for representation of beneficiaries on the Board of ACTV.
- **Policy Environment:** ACTV has established policies for the core functions of governance, programming, finance and human resources. However, policy

guidelines on gender, whistleblowers, sexual harassment and resource mobilisation are yet to be put in place.

- **Staff:** ACTV staff possess diverse skills in programming, medicine, physiotherapy, psychology, law, human rights and administration. As of January 2021, ACTV operated at 86% of the approved staffing level of 44 positions.
- **Program Capacity:** The programmatic focus of ACTV is on human rights promotion and livelihood support. This is apt for delivering the ACTV core mandate inspiring confidence in the key stakeholder groups on the organisation's technical expertise.
- **Geographical Coverage:** ACTV operates offices in two physical locations, i.e., the headquarters in Kampala and a branch in Gulu and, satellite offices in Karamoja and Kasese. However, despite being a national NGO for 27 years, ACTV does not have a physical presence in Eastern and Western Uganda. The thin presence of ACTV on the ground limits its impact.
- **Partnerships:** ACTV operates within a multi-stakeholder spectrum of state actors, development partners, health experts, local and international NGOs. The organisation has put in place formal MOUs with implementing partners, including State actors and security agencies. The MOUs provide access to technical resources and corridors of power of State actors.
- **Funding Position:** ACTV operates an annual budget of approximately three billion Uganda shillings. The Development Partners dependency ratio of ACTV is nearly 100%. The Development Partners finance the entire ACTV expenditure (except the rent for Gulu offices, which ACTV owns). The survival ratio (i.e., the ratio of cash/short term investments and bank balances to the monthly expenses) is a low nine days. According to the 2019 Capacity Assessment Report, resource mobilisation had the lowest score of all other

capacity areas assessed.

Any disruption in funding from Development Partners will lead to an immediate collapse of this leading institution fighting torture and violence in Uganda.

Torture is a politically sensitive and legally complex domain. Corporate donors prefer non-controversial avenues for corporate social responsibility support, which limits ACTV's resource mobilisation opportunities.

COVID-19 has complicated the economic situation globally. The demand for funding has increased, but the funding priorities of the Development Partners are changing.

Resource mobilisation is a critical success factor for ACTV. Besides, acquiring a building to house its head offices in Kampala will help ACTV reduce administrative expenses and improve sustainability. ACTV can let out any unused space to earn additional income.

## 5.0 STAKEHOLDER ANALYSIS

Stakeholder analysis is a critical step in strategy development. The key stakeholders of ACTV are the survivors of torture, courts of law, the state agencies such as police, prisons and military, and legal bodies. The UHRC, media and the development partners and other NGOs are also among the key stakeholders. Figure 1 describes the stakeholder interest and their power to influence the success of the Strategic Plan.

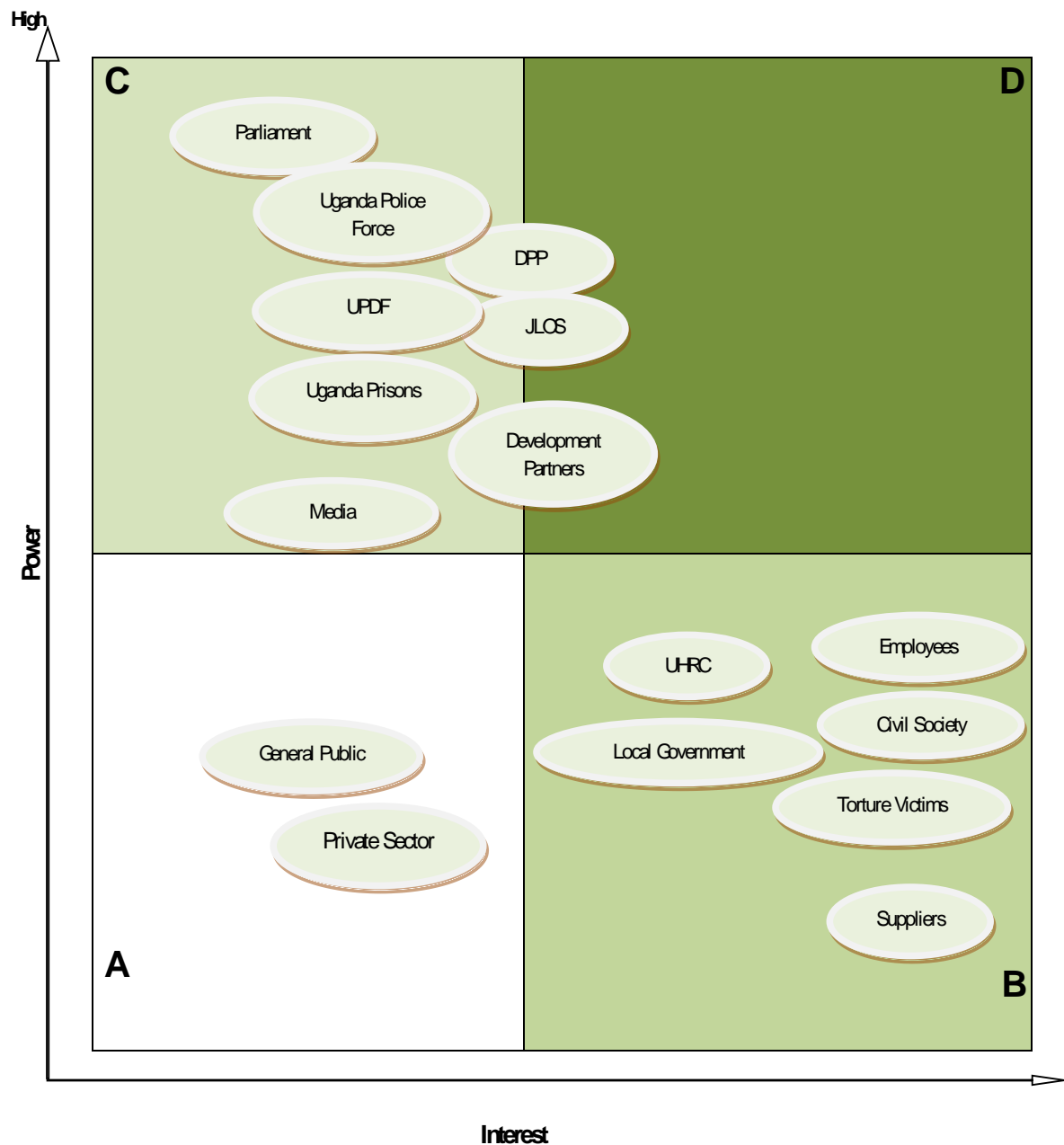


Figure 1: ACTV Stakeholders

Figure 1 highlights the highly dependent stakeholder situation of ACTV. Table 1 identifies the stakeholders, their interests and how ACTV can integrate the stakeholder interests to its interventions.

**Table 1: ACTV STAKEHOLDER ANALYSIS**

S.No.	Stakeholder	Stakeholder Interest	How to integrate the stakeholder interest
1.	Survivors and Victims of torture	<ul style="list-style-type: none"> <li>• Treatment, rehabilitation, livelihood support and justice</li> <li>• Voice to be heard</li> </ul>	<ul style="list-style-type: none"> <li>• Increase access to treatment, rehabilitation, justice and livelihood support.</li> </ul>
2.	Development Partners and Civil Society	<ul style="list-style-type: none"> <li>• Promote human rights and social development.</li> <li>• Effective and efficient implementation of the projects</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement projects in mutually aligned thematic areas</li> </ul>
3.	DPP	Promotion of justice	<ul style="list-style-type: none"> <li>• Network and advocate for attention to cases of torture and other forms of violence</li> </ul>
4.	JLOs	Promotion and access to justice	
5.	Parliament	Laws to be implemented as enacted.	<ul style="list-style-type: none"> <li>• Advocate for legislation and regulations against torture and other forms of violence</li> </ul>
6.	Uganda Police Force	Respectable public image and opportunity to present their version of the incidents.	<ul style="list-style-type: none"> <li>• Use an evidence-based non-confrontational approach</li> </ul>
7.	UPDF		
8.	Uganda Prisons		
9.	Media	Information on key events/activities.	<ul style="list-style-type: none"> <li>• Increase information sharing</li> </ul>
10.	UHRC	Human rights protected as per the law.	<ul style="list-style-type: none"> <li>• ACTV should endeavour to keep the stakeholders informed.</li> </ul>
11.	Local Government	Law and order maintained.	<ul style="list-style-type: none"> <li>• Establish and operationalise MoUs to address cases of torture and other forms of violence.</li> </ul>
12.	Employees	Job security, conducive working environment, career development, competitive remuneration and job satisfaction	<ul style="list-style-type: none"> <li>• Provide an enabling environment</li> </ul>
13.	General Public	Access to information	<ul style="list-style-type: none"> <li>• ACTV should encourage the stakeholders to support its resource mobilisation efforts.</li> </ul>

## 6.0 SWOT ANALYSIS

A critical analysis of the internal strengths and weaknesses and external opportunities and threats is an important step in strategy development. The analysis below presents the key strengths and how to leverage them, the weaknesses and how to address them, the opportunities and how to exploit those and the threats and how to mitigate them.

<b>Table 2: ACTV- SWOT ANALYSIS</b>	
<b>STRENGTHS</b>	
<b>Strengths</b>	<b>How to leverage the Strengths</b>
<ul style="list-style-type: none"> <li>▪ ACTV has established networks at the national, regional and international level.</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby for the enactment of laws and policies for promoting torture and a violence-free environment using the network.</li> <li>• Share skills and information and promote the best practices</li> </ul>
<ul style="list-style-type: none"> <li>• A unique holistic approach to the treatment of survivors of torture backed by an experienced team of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Increase access to a one-stop centre approach to torture and violence survivors to all regions of Uganda.</li> <li>• Garner Development partner support by showcasing the unique capability to implement programs to support the survivors of torture and violence to have impact.</li> </ul>
<ul style="list-style-type: none"> <li>▪ MoUs established with several districts and key state actors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operationalise the MOUs for effective program implementation.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Approval to operate Legal Aid Clinic in place enabling ACTV to offer Legal aid using own staff instead of outsourcing the services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase the scope, reach, effectiveness and efficiency of legal services.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Use of constructive and non-confrontational evidence-based approaches</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen treatment, rehabilitation and advocacy</li> </ul>
<ul style="list-style-type: none"> <li>▪ Improved capacity of Kampala Office from Health Centre III Level to IV Level.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve access to and quality of treatment and rehabilitation of survivors of torture.</li> </ul>

<b>WEAKNESSES</b>	
<b>Weaknesses</b>	<b>How to mitigate the Weaknesses</b>
<ul style="list-style-type: none"> <li>▪ Limited funding sources and dependence on donor support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen resource mobilisation capabilities.</li> <li>▪ Seek donor support for acquiring own offices and improve sustainability.</li> <li>▪ Explore options of cost-sharing fee for the services.</li> <li>▪ Strengthen local fundraising drive.</li> </ul>



<ul style="list-style-type: none"> <li>▪ Inadequate policy framework for internal operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish policies for anti-corruption policy, resource mobilisation, security and risk management policy</li> </ul>
<ul style="list-style-type: none"> <li>▪ Limited presence of ACTV in different regions of Uganda.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish branch offices in all regions of Uganda.</li> <li>▪ Improve digital capability and online capabilities for program delivery.</li> <li>▪ Establish Community Support Networks</li> </ul>

### OPPORTUNITIES

Opportunities	How to Exploit the Opportunities
<ul style="list-style-type: none"> <li>▪ Torture, GBV and other forms of violence remain national and international issues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase scope and geographical footprint.</li> <li>▪ Showcase ACTV's unique capabilities and performance track record for fundraising.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Availability of online technologies such as telemedicine.</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage technology to increase access and improve the quality and scope of services.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Potential for National Legal Aid Bill of 2018 enacted into law.</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for legislative approval of the Bill.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Demand for supporting gender-based violence victims.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish GBV focused projects and services.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Uganda Police Force and the Uganda Peoples Defence Forces have established Directorates on Human Rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with the Uganda Police Force and Uganda People's Defence Forces for promoting anti-torture interventions.</li> </ul>

### THREATS

Threats	How to address the Threats
<ul style="list-style-type: none"> <li>▪ Torture is not classified as a cause of injuries in the government health information system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocate to include torture information in the health information management system.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Low awareness of torture and human rights issues among the population.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen communication, visibility and advocacy.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Cybersecurity threats such as phishing, with the increased use of technology</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen cybersecurity.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Physical security of ACTV staff, documents and property</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen security systems.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Tense political climate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pursue evidence-based approaches constructive approach.</li> <li>▪ Establish MoUs with state agencies.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Absence of the witness protection law, hence the risk of losing witnesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocate for the passing of the witness protection bill.</li> </ul>
<ul style="list-style-type: none"> <li>▪ NGO Amendment Bill (2015) is restrictive.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate with other NGOs and lobby for changes in the Bill.</li> </ul>

<ul style="list-style-type: none"> <li>▪ Conflict of laws (Penal Code, HREA2015 vs PPTA 2012)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Popularise PPTA among the communities and law enforcement agencies</li> </ul>
<ul style="list-style-type: none"> <li>▪ The Human Rights-Based Approach is diluted in NDP III compared to NDP II.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use existing legislation such as the Human Rights Enforcement Act, Prevention and Prohibition of Torture Act to further ACTV mandate.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Covid-19 pandemic, lockdown business affects performance and other likely pandemics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review and strengthen the risk management policy and systems.</li> <li>▪ Leverage the potential of digital technology.</li> </ul>
<ul style="list-style-type: none"> <li>▪ PPTA regulations not implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocate for JLOs to prioritise implementation of PPTA regulations.</li> </ul>
<ul style="list-style-type: none"> <li>▪ The absence of a database on torture and violence limits stakeholders attention</li> </ul>	<ul style="list-style-type: none"> <li>▪ Take the lead in developing a database of torture and violence cases in Uganda</li> </ul>
<ul style="list-style-type: none"> <li>▪ Presence of detention centres in Uganda for torturing suspects is a violation of human rights</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocate for the enactment of the Human Rights Defenders Bill into Law</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Lobby for a mechanism to monitor places of detention</li> </ul>

## 7.0 STRATEGIC DIRECTION 2021-2025

The strategic direction and mandate of ACTV are influenced by international, regional and national humanitarian priorities under the SDGs, IRCT philosophy, Vision 2040, development partner priorities and the changes in the operating environment. The vision, mission and core values are given below.

### Vision

Option 1: “A World free from torture”

### Mission

“To advocate against torture, GBV and other forms of violence and provide holistic care to survivors.”

### Values

ACTV is guided by its core values.

**Teamwork:** The co-operation and involvement of all members are critical for realising ACTV’s objective. All members will work as a team.

**Integrity:** Integrity is at the core of achieving ACTV’s vision. Integrity enables ACTV to use its resources effectively.

**Professionalism:** ACTV will abide by principles of professional conduct. ACTV to show respect for the public and one another, demonstrate high levels of skills and ability and excel in their work and provide quality services. ACTV members to listen to clients and offer appropriate feedback.

**Compassion:** ACTV to treat the torture survivors with care and empathy. ACTV to treat all persons equally and fairly, irrespective of nationality, gender, religion or disability.

## 6.1 ACTV Theory of Change

ACTV's Theory of change is rooted in the need to provide quality holistic care to survivors of torture and other forms of violence. ACTV's Theory of Change aims to create a society free from torture. ACTV provides its holistic care and support through medical, physiotherapeutic, psychosocial, livelihood and legal support to achieve its vision.



## ACTV Theory of Change

### The Harsh Reality of Torture

Despite its prohibition under international and domestic law, torture persists in the world. Uganda is no exception. Torture is the most recorded human rights violation in Uganda and the security agencies account for the majority of the incidents. The duty bearers illegally use torture as an investigative technique and means of social control and political repression.

Torture is manifested in the form of police brutality, unlawful detention, extrajudicial killings, enforced disappearances and impunity.

The root causes of torture are the absence of rule of law, ignorance about the law and criminality. Torture has linkages to the violation of economic, social and cultural rights.



### Horrific Immediate and Long-term Effects of Torture on the Victims and the Community

Torture has a profound, immediate and long-term impact on physical and psychological health. Physical effects of torture include scars, musculoskeletal pains, hearing loss, dental pain, visual problems, abdominal pains, cardiovascular/respiratory problems, sexual difficulties and neurological damage.

The psychological effects of torture can be manifested through; difficulty concentrating, nightmares, insomnia, memory loss, fatigue, anxiety, depression and post-traumatic stress disorder.

Torture gives rise to discord and conflict within communities. As trust is lost among family members, neighbours, and friends, entire communities can become polarised and fragmented. It also leads to a breakdown in gender relations and loss of livelihood.



### ACTV is committed to Prevention of Torture and other forms of violence and Mitigating the Horrific Consequences

ACTV envisions a world free from torture. It focuses on preventing torture and providing holistic care to survivors. ACTV advocates for policy change, provides access to justice, works to improve awareness and build the capacity of institutions to prevent torture. The unique holistic care and rehabilitation programs of ACTV provide hope and support for the victims to recover from the physical and psychological effects; and manage the social and economic distress resulting from torture.



### Positive Impact Created by ACTV

ACTV is the oasis of hope to survivors of torture. It helps them recover from the deep physical and psychological wounds and, access to justice. ACTV empowers the Survivors to re-integrate into the society through sustainable livelihood support.

The non-confrontational, constructive and evidence-based approach of ACTV backed by research, facilitates effective stakeholder collaboration and advocacy, and improves accountability. ACTV research provides insightful understanding of the horrific dynamics of torture.

ACTV inspires the partners and stakeholders demonstrating that prevention of torture is possible. ACTV also supports the capacity building initiatives of partners. Overall, apart from supporting torture survivors, ACTV strengthens the anti-torture mechanisms and systems in Uganda and

## 6.2 STRATEGY FOR 2021-2025

The overall goal of Strategic Plan 2021-2025, the strategic pillars and the objectives under each Pillar are given in Table 2 below.

<b>Table 3: ACTV Strategic Plan 2021-2025 – Strategic Pillars and Objectives</b>
<p><b>Pillar I: Holistic Treatment and Rehabilitation</b></p> <p><b>Strategic Objective 1:</b> <i>Promote access to holistic treatment and rehabilitation services to survivors of torture, GBV and other forms of violence.</i></p>
<p><b>Pillar II: Advocacy for Torture Prevention</b></p> <p><b>Strategic Objective 2:</b> <i>Advocate for preventing torture and the effective implementation of the anti-torture law.</i></p>
<p><b>Pillar III: Research and Documentation</b></p> <p><b>Strategic Objective 3:</b> <i>Strengthen research and documentation on torture, GBV and other forms of violence.</i></p>
<p><b>Pillar IV: Livelihood Support:</b></p> <p><b>Strategic Objective 4:</b> <i>Empower survivors of torture, GBV and other forms of violence through livelihood support.</i></p>
<p><b>Pillar V: Legal Aid</b></p> <p><b>Strategic Objective 5:</b> <i>Strengthen legal support to survivors of torture, GBV and other forms of violence through professional litigation services.</i></p>
<p><b>PILLAR VI: Institutional Sustainability</b></p> <p><b>Strategic Objective 6:</b> <i>Improve resource mobilisation, financial sustainability, human resource capacity and systems of ACTV.</i></p>

## 8.0 IMPLEMENTATION PLAN

The potential of the strategy is realised only through effective implementation. Therefore, an Implementation Plan is developed with strategic interventions, activities, accountability centres, and performance milestones. ACTV will prepare Annual Plans consistent with the objectives of the Strategic Plan.

**Table 4: IMPLEMENTATION PLAN**

Strategic Interventions	Activities	Accountability	Milestones
<b>Pillar I: Holistic Treatment and Rehabilitation</b>			
<i>SO 1: Promote access to holistic treatment and rehabilitation services for survivors of torture, GBV and other forms of violence.</i>			
<b>Increase the geographical footprint of ACTV to Karamoja and the Eastern region of Uganda.</b>	Establish regional offices in the Karamoja and Eastern regions of Uganda by January 2023.	CEO	<ul style="list-style-type: none"> <li>• The Karamoja Office fully established by June 2023 and the Eastern region by January 2024.</li> <li>• 6,000 victims supported by ACTV during 2021-2025</li> <li>• Emergency Torture Response Plan in place by 2022.</li> </ul>
	Establish MOUs with state and non-state actors such as police, army, prisons, and health facilities.	Head of Program	
	Establish an Emergency Torture Response Plan for the survivors of torture, GBV and other forms of violence.		
<b>Establish a comprehensive program to address GBV.</b>	Launch a GBV program	Head of Program	<ul style="list-style-type: none"> <li>• GBV program launched and incorporated into the ACTV programmatic approach by March 2022</li> </ul>
<b>Establish a program to address emerging violent extremism.</b>	Develop a program to counter violent extremism	Head of Program	<ul style="list-style-type: none"> <li>• Program to counter violent extremism established by March 2023</li> </ul>
<b>Pillar 2 – Advocacy for Torture Prevention</b>			
<i>SO 2: Advocate for the prevention of torture and the effective implementation of the anti-torture law.</i>			
<b>Advocate for the enactment and effective implementation of the laws for promoting a torture free environment.</b>	Advocate for the effective implementation of the PPTA and PPTA regulations.	Head of Programs	Conduct semi-annually multi-stakeholder campaigns.
	Advocate for a Ministry of Health Rehabilitation Policy for the survivors of torture.		Ministry of Health Rehabilitation Policy by 2025
	Advocate for the ratification of the Optional Protocol to the Convention against torture.		Quarterly strategic engagements conducted for the ratification of the Optional Protocol to the Convention against torture.

**Table 4: IMPLEMENTATION PLAN**

Strategic Interventions	Activities	Accountability	Milestones
<b>Establish an awareness-building program on torture for state and non-state actors across Uganda</b>	Hold awareness campaigns to empower local communities to speak out against torture and other forms of violence.	Communication and Advocacy Manager	<ul style="list-style-type: none"> <li>• Percentage increase in documented cases of torture and other forms of violence.</li> <li>• At least one campaign every month</li> </ul>
	Conduct media campaigns.		
	Develop and disseminate IEC materials on torture and other forms of violence.		
<b>Pillar 3 – Research and Documentation</b>			
<b>SO 3: Strengthen research and documentation on torture, GBV and other forms of violence</b>			
Establish a well-structured research and publication program on torture and other forms of violence in Uganda	i. Conduct annual surveys on torture and disseminate results.	M&E Manager	Survey Report published every year.
	ii. Conduct and disseminate case studies on torture and other forms of violence in Uganda.		Case studies published semi-annually.
	iii. Conduct collaborative research on torture and other forms of violence.		One collaborative research report published every year.
	iv. Upgrade the database of torture survivors for effective utilisation by December 2022.		Database upgraded by December 2022.
<b>Pillar 4 – Livelihood Support</b>			
<b>SO 4: Empower survivors of torture, GBV and other forms of violence through livelihood support.</b>			
<b>Expand livelihood programs that promote socio-economic empowerment of survivors of torture and other forms of violence.</b>	Develop a comprehensive program on sustainable livelihoods for the survivors of torture and other forms of violence	Head of Program	<ul style="list-style-type: none"> <li>• 600 torture survivors supported annually</li> <li>• MOUs with key government programmes and projects in place</li> </ul>
<b>Pillar 5 – Legal Aid</b>			
<b>SO 5: Strengthen legal support to survivors of torture, GBV and other forms of violence through professional litigation services.</b>			
<b>Increase the access of legal aid to the survivors of torture, GBV and other forms of violence through professional litigation services.</b>	Undertake the prosecution of 5 torture related cases under the PPTA 2012 every year	CEO	At least five torture related cases under the PPTA 2012 litigated every year.
	Establish a fully-fledged legal unit to provide litigation services to torture survivors.		A fully-fledged legal unit established by 2022.

<b>Pillar 6 – Enhance Institutional Sustainability</b>			
<i>SO 6: Improve resource mobilisation, financial sustainability, human resource capacity and systems of ACTV.</i>			
<b>Enhance the resource base for the organisation.</b>	Develop and implement a resource mobilisation and sustainability plan	Head of Programs	Resource mobilisation and sustainability plan established by 2021
	Engage development partners for the acquisition of ACTV own head office premises.	CEO	ACTV's own premises in place by 2025.
<b>Strengthen networking at local, regional and international level.</b>	Subscribe to coalitions and networks of like-minded organizations.	CEO	Subscribed to five new coalitions and networks annually.
<b>Improve the governance and human resources capacity of ACTV.</b>	Develop and implement a Capacity Development Plan.	HFA	Capacity development plan established by 2021.
<b>Review and strengthen internal policy and systems framework</b>	Establish relevant policies such as gender policy.	CEO	Gender policy in place by 2021
	Review the Board Charter to include beneficiary representation and resource mobilisation function.	HFA	Reviewed Board Policy in place by December 2022



## 9.0 IMPLEMENTATION BUDGET AND RESOURCE MOBILIZATION

### 8.1 Implementation Budget

The cost of implementing the initiatives of the Strategic Plan 2021-2025 is estimated to be UGX 24.8 billion. The summary budget is given in Table 4 below:

S/No.	Focal Areas	2021	2022	2023	2024	2025	Total
1	Holistic Treatment and Rehabilitation	530	750	1,100	850	950	4,180
2	Advocacy	750	755	765	775	800	3,845
3	Research and Documentation	400	405	410	420	430	2,065
4	Livelihood support	320	340	360	380	400	1,800
5	Legal Aid	300	310	320	330	340	1,600
6	Institutional Sustainability	1,525	1,721	1,859	2,895	3,385	11,335
	<b>Total</b>	3,825	4,281	4,814	5,650	6,305	24,825

The detailed budget (Annexure 1) is given in two parts, i.e. (i) the cost for executing the strategic initiatives in the strategic planning period 2021-2025 and (ii) the operational costs for each financial year.

### 8.2 Resource Mobilisation

Resource mobilisation is a critical success factor, and ACTV will strengthen the resource mobilisation through the following measures:

- The Board and Management will actively participate in the resource mobilisation efforts. The Board will lead the networking effort, and the senior management team members will have targets for resource mobilisation.
- ACTV will recruit a resource mobilisation specialist for identifying funding opportunities, developing compelling project proposals and follow up.

- ACTV will conduct fundraising drives such as anti-torture campaigns, dinners etc., focusing on corporate organisations and individuals. ACTV will increase visibility through media presence, including social media.
- ACTV will develop a cost-sharing mechanism for successful litigation of cases.
- ACTV will pursue efforts to acquire head office premises.

## **10.0 MONITORING, EVALUATION AND RISK MITIGATION**

The Management will be primarily responsible for implementing the Plan, which the Board will monitor. The Program Department will co-ordinate the implementation of the Plan.

All the reports will be analysed and consolidated by the Program Department. The implementation of the Plan will be closely monitored through a reporting system, as shown below:

### **a) Quarterly Reports**

The Management will prepare and submit Quarterly Reports on the progress of implementing the Plan to the Board. The reports will include an explanation for any variance between the targets and actual performance.

The Board will review the Quarterly Reports vis-à-vis the Annual Plans and the Strategic Plan and seek an explanation from the Management in case of non-achievement of the targets.

### **b) Annual Reviews**

ACTV will conduct an annual review of the Strategic Plan. The Annual Review Report will be presented to the Board.

### **c) Mid-Term Evaluation**

ACTV will conduct a Mid-Term Review of the Plan by December 2023 using an independent external consultant. The review will cover changes in the external and internal environment that may influence the implementation of the Plan and propose changes in strategy if necessary.

The Board will consider the Mid Term Review Report and approve changes in strategy, where necessary.

## 10.1 Risk Management

To ensure that the Strategic Plan is implemented successfully, the potential risks are identified. Their probability and impact are assessed. The measures for mitigating the risks have also been developed.

Table 6: Risk Management Matrix			
S. No	Risk	Level	Mitigation
1	Limited government accommodation in the anti-torture space	High	<ul style="list-style-type: none"> <li>Expand the network of strategic relationships with key state actors, including Uganda Police Force, UPDF, Uganda Prisons, Courts of law and government prosecutors</li> <li>Strengthen the constructive and evidence-based strategic approach</li> </ul>
2	Shrinking donor space and reluctance by the private sector to finance interventions of ACTV	High	<ul style="list-style-type: none"> <li>Emphasise the resource mobilisation function in the organization</li> <li>New external and internal sources of funds</li> </ul>
3	Prevalence of the Covid-19 pandemic limiting effectiveness in the service delivery	Low	<ul style="list-style-type: none"> <li>Leverage the borderless possibilities of technology in program implementation, stakeholder engagement and administration</li> </ul>
4	Tense political climate	Medium	<ul style="list-style-type: none"> <li>Pursue an evidence-based constructive approach</li> <li>Establish MoUs with state agencies</li> </ul>
5	NGO Amendment Bill (2015) - Restrictive.	Medium	<ul style="list-style-type: none"> <li>Maintain ACTV credibility</li> <li>Maintain compliance with the law</li> <li>Maintain a non-confrontational approach.</li> </ul>

Annexure 1: ACTV STRATEGIC PLAN 2021-2025 DETAILED BUDGET IN UGX MILLIONS						
Strategic Interventions	Activities	2021	2022	2023	2024	2025
<b>Pillar I: Holistic Treatment and Rehabilitation</b>						
<i>SO1: Promote access to holistic treatment and rehabilitation services to survivors of torture, GBV and other forms of violence.</i>						
Increase the geographical footprint of ACTV to Karamoja and the Eastern regions of Uganda.	Establish regional offices in the Karamoja and Eastern regions of Uganda by January 2023	0	135	380	100	115
	Establish MOUs with state and non-state actors such as police, army, prisons, health facilities	10	15	17	9	10
	Establish an Emergency Torture Response Plan for the survivors of torture, GBV and other forms of violence.	100	105	108	111	115
Establish a comprehensive program to address GBV	Launch a GBV program	0	50	80	90	100
Establish a program to address emerging violent extremism	Develop a program to counter violent extremism	0	0	60	70	100
<b>Operational Annual Budgets for holistic treatment and rehabilitation services</b>						
Medical Treatment	Provision of Medical Treatment to 1,500 torture survivors and GBV Victims annually	220	230	235	240	250
Psychological services	Provision of psychological services to 200 clients annually	50	55	57	60	70
Physiotherapy services	Provision of physiotherapy services to 250 clients annually	50	55	57	60	70
Social Services	Provision of social services to 1,500 clients annually	100	105	106	110	120
<b>Sub-total</b>		<b>530</b>	<b>750</b>	<b>1,100</b>	<b>850</b>	<b>950</b>

Annexure 1: ACTV STRATEGIC PLAN 2021-2025 DETAILED BUDGET IN UGX MILLIONS						
Strategic Interventions	Activities	2021	2022	2023	2024	2025
<b>Pillar 2: Advocacy for Torture Prevention</b>						
<i>SO2: Advocate for the prevention of torture and the effective implementation of the anti-torture law.</i>						
Advocate for the enactment and effective implementation of the laws for promoting a torture free environment	Advocate for effective implementation of PPTA and PPTA Regulations.	100	100.5	103	105	110
	Advocate for a Ministry of Health Rehabilitation Policy for the survivors of torture.	25	25.5	26	27	28
	Advocate for the ratification of the Optional Protocol to the Convention against torture.	25	25.5	26	27	28
Establish an awareness-building program on torture for state and non-state actors across Uganda	Hold awareness campaigns to empower local communities to speak out against torture and other forms of violence.	50	50.5	51	52	55
	Conduct media campaigns	50	50.5	51	52	55
	Develop and disseminate IEC materials on torture and other forms of violence	100	100.5	101	102	110
<b>Operational Annual Budgets for Advocacy for Torture Prevention</b>						
Awareness programs for state and non-state actors	Training of 50 participants annually	300	301	305	307	310
Conduct anti-torture campaigns	Taking part in 3 annual anti-torture events	100	101	102	103	104
<b>Sub-total</b>		<b>750</b>	<b>755</b>	<b>765</b>	<b>775</b>	<b>800</b>
<b>Pillar 3: Research and Documentation</b>						

Annexure 1: ACTV STRATEGIC PLAN 2021-2025 DETAILED BUDGET IN UGX MILLIONS						
Strategic Interventions	Activities	2021	2022	2023	2024	2025
<b>SO3: Strengthen research and documentation on torture and other forms of violence</b>						
Establish a well-structured research and publication program on torture and other forms of violence in Uganda.	Conduct annual surveys on torture and disseminate results	100	101	102	105	108
	Conduct and disseminate case studies on torture and other forms of violence in Uganda	100	102	103	105	107
	Conduct collaborative research on torture and other forms of violence.	100	101	103	105	107
	Upgrade the database of torture survivors for effective utilisation by Dec 2022.	100	101	102	105	108
<b>Sub-total</b>		<b>400</b>	<b>405</b>	<b>410</b>	<b>420</b>	<b>430</b>
<b>Pillar 4: Livelihood Support</b>						
<b>SO4: Empower survivors of Torture, GBV and other forms of violence through livelihood support</b>						
Expand livelihood programs that promote socio-economic empowerment of survivors of torture and other forms of violence.	Develop a comprehensive program on sustainable livelihoods for the survivors of torture and other forms of violence	120	130	140	150	160
<b>Operational Annual Budgets for Livelihood Support for Torture and GBV Survivors</b>						
ACTV livelihood program	Engage 200 torture survivors annually in the ACTV livelihood program	200	210	220	230	240
<b>Sub-total</b>		<b>320</b>	<b>340</b>	<b>360</b>	<b>380</b>	<b>400</b>
<b>Pillar 5 – Legal Aid</b>						

<b>Annexure 1: ACTV STRATEGIC PLAN 2021-2025 DETAILED BUDGET IN UGX MILLIONS</b>						
<b>Strategic Interventions</b>	<b>Activities</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<i><b>SO5: Strengthen legal support to survivors of torture, GBV and other forms of violence through professional litigation services.</b></i>						
Increase legal aid access to the survivors of torture, GBV and other forms of violence through professional litigation services.	Undertake the prosecution of 5 torture related cases under the PPTA 2012 every year	20	22	23	25	28
	Establish a fully-fledged legal unit to provide litigation services to torture survivors.	256	260	265	267	268
<b>Operational Annual Budgets for Strengthening legal support to survivors of torture, GBV and other forms of violence</b>						
Litigation cases for survivors of torture	Undertake litigation for 20 torture and GBV victims annually	15	17	18	20	24
	Undertake 25 prison field visits annually	5	6	7	9	10
	Organize 10 dialogue meetings annually	4	5	7	9	10
<b>Sub-total</b>		300	310	320	330	340
<b>Pillar 6: Enhance Institutional Sustainability</b>						
<i><b>SO6: Improve resource mobilisation, financial sustainability, human resource capacity and organisational systems of ACTV</b></i>						
Enhance the resource base for the organisation.	Develop and implement a resource mobilisation and sustainability plan	50	60	70	80	90
	Engage development partners for the acquisition of ACTV head office premises.	0	0	0	800	1,000
Strengthen networking at local, regional and international level.	Subscribe to coalitions and networks of like-minded organisations.	5	10	15	20	25
Improve the governance and human resources capacity of ACTV.	Preparation and implementation of a Capacity Development Plan.	40	45	50	55	60



**Annexure 1: ACTV STRATEGIC PLAN 2021-2025 DETAILED BUDGET IN UGX MILLIONS**

<b>Strategic Interventions</b>	<b>Activities</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Review and strengthen internal policy and systems framework	Establish relevant policies such as gender policy.	5	8	10	12	15
	Review the Board Charter to include beneficiary representation and resource mobilisation function.	0	10	15	18	20
<b>Operational Annual Budgets for Enhancing Institutional Sustainability</b>						
Staff Costs	Staff salaries	1,000	1,100	1,200	1,300	1,450
	Staff development	100	110	120	130	140
	Administrative costs	300	350	350	450	500
Governance Costs	Board allowances	25	28	29	30	35
<b>Sub-total</b>		<b>1,525</b>	<b>1,721</b>	<b>1,859</b>	<b>2,895</b>	<b>3,335</b>
<b>Grand Total Per Financial Year</b>		<b>3,825</b>	<b>4,281</b>	<b>4,814</b>	<b>5,650</b>	<b>6,255</b>
<b>Implementation Cost for the five-year Plan period</b>		<b>UGX 24,825 million</b>				

## Annexure 2: MONITORING AND EVALUATION PLAN

MONITORING AND EVALUATION PLAN							
Strategic Interventions	Activities	Outputs	Outcomes	Indicators	Means of Verification	Frequency of Verification	Responsibility
<b>Pillar I: Holistic Treatment and Rehabilitation</b>							
<b>SO1: Promote access to holistic treatment and rehabilitation services for survivors of torture, GBV and other forms of violence.</b>							
Increase the geographical footprint of ACTV to Karamoja and Eastern regions of Uganda	Establish regional offices in the Karamoja and Eastern regions of Uganda by January 2023	Two fully established regional offices in the East and Karamoja Regions	Increased access to treatment and rehabilitation for survivors of torture, GBV and other forms of violence	Number of offices set up	Functional ACTV offices	Annually	CEO
	Establish MOUs with state and non-state actors such as police, army and health facilities	5 MOUs with police, army and health facilities and NGOs in each region		Number of MOUs signed	MOUs in place	Annually	Head of Program
	Establish an Emergency Torture Response Plan for the survivors of torture, GBV and other forms of violence.	Emergency Torture Response Plan established		Emergency Torture Response Plan in place	Emergency Torture Response Plan in place	Annually	Head of Program
Establish a comprehensive program to address GBV	Launch a GBV program by March 2022	GBV focused anti-torture program established	Access to treatment and rehabilitation support to GBV survivors	Number of GBV survivors supported	MIS reports	Quarterly	Head of Program
Establish a program to address emerging violent extremism	Develop a program to counter violent extremism	Program against Violent extremism established	Reduced number of cases of torture and violence	Number of registered cases	Program against Violent extremism in place	Semi-annually	Head of Program
<b>Pillar 2: Advocacy for Torture Prevention</b>							
<b>SO2: Advocate for the prevention of torture and the effective implementation of the anti-torture law</b>							

MONITORING AND EVALUATION PLAN							
Strategic Interventions	Activities	Outputs	Outcomes	Indicators	Means of Verification	Frequency of Verification	Responsibility
Advocate for the enactment and effective implementation of the laws for promoting a torture free environment.	Advocate for effective implementation of the PPTA and PPTA regulations	Quarterly multi-stakeholder engagements held	Improved implementation of the PPTA	No. of multi-stakeholder engagements	Program reports	Quarterly	Head of Program
	Advocate for a Ministry of Health Rehabilitation Policy for the survivors of torture.	Quarterly engagement with key stakeholders	Rehabilitation Policy in place	Policy in place	Policy in place	Annually	Head of Program
	Advocate for ratification of the Optional Protocol to the Convention Against Torture.	Quarterly engagement with key stakeholders	Increased stakeholder debate	No. of stakeholder engagements	Program reports	Annually	Head of Program
Establish an awareness-building program on torture for state and non-state actors across Uganda	Hold awareness campaigns to empower local communities to speak out against torture and other forms of violence.	Quarterly community engagements	Increased Public awareness	No. of awareness campaigns	Program reports	Quarterly	Communication and Advocacy Officer
	Conduct media campaigns	2 TVs and 4 Radios campaigns every quarter	Increased Public awareness	Number of TV and Radio campaigns held	Program reports	Quarterly	
	Develop and disseminate IEC materials on torture and other forms of violence	IEC developed and published	Increased Public awareness	Number of IEC materials produced and disseminated	Copies of IEC materials	Quarterly	
<b>Pillar 3: Research and Documentation</b>							
<b>SO3: Strengthen the research and documentation on torture and other forms of violence.</b>							
Establish a well-structured and	Conduct annual surveys on torture and disseminate results.	Annual Survey		Number of surveys	Survey Reports	Annual	Head of Program

MONITORING AND EVALUATION PLAN							
Strategic Interventions	Activities	Outputs	Outcomes	Indicators	Means of Verification	Frequency of Verification	Responsibility
publication program on torture and other forms of violence in Uganda.	Conduct and disseminate case studies on torture and other forms of violence in Uganda	One case study every year	Evidence-based programing strengthened	Number of case studies	case studies	Annual	
	Conduct collaborative research on torture and other forms of violence.	Research collaborations established		Number of research collaborations	MOUs	Biennial	
	Upgrade the database of torture survivors for effective utilization by December 2022	Database upgraded and utilised		Upgraded and updated database in place	Updated database in place	Monthly	
<b>Pillar 4: Livelihood Support</b>							
<b>SO4: Empower survivors of Torture, GBV and other forms of violence through livelihood support.</b>							
Expand livelihood programs that promote socio-economic empowerment of survivors of torture and other forms of violence.	Develop a comprehensive program on sustainable livelihoods for the survivors of torture and other forms of violence.	600 survivors of torture and other forms of violence supported	Improved livelihood for survivors	Number of survivors of torture and other forms of violence supported	Program reports	Annually	Head of Program
		MOUs with key government programs and projects in place	Increased access to livelihood projects and Programs	Number of victims supported every year	MOUs and Performance reports	Annually	
<b>Pillar 5: Legal Aid</b>							
<b>SO5: Strengthen the legal support to survivors of torture, GBV and other forms of violence through professional litigation services.</b>							
Increase the access of legal aid to the survivors of torture, GBV and other forms of violence through professional litigation services.	Undertake the prosecution of 5 torture related cases under the PPTA 2012 every year	5 Cases successfully ligated every year	Enhanced access to justice	Number of cases instituted	MIS reports	Quarterly	Head of Programs
	Establish a fully-fledged legal unit to provide litigation services to torture victims.	300 survivors of torture and other forms of violence supported annually	Increased access to justice	No. of survivors receiving legal aid	MIS reports	One time activity	CEO
						One time activity	HFA

MONITORING AND EVALUATION PLAN							
Strategic Interventions	Activities	Outputs	Outcomes	Indicators	Means of Verification	Frequency of Verification	Responsibility
<b>Pillar 6: Enhance Institutional Sustainability</b>							
<b>SO6: Improve resource mobilisation, financial sustainability, human resource capacity and systems of ACTV.</b>							
Enhance the resource base for the organisation	Develop and implement a resource mobilisation and sustainability plan	Resource mobilisation and sustainability plan in place	Fundraising efforts strengthened	Resource mobilisation & sustainability plan	Resource mobilisation & sustainability plan in place	One time activity	HFA Head of Program
	Engage developments partners for the acquisition of ACTV's own head office premises.	Engagement meetings with development partners.	Acquisition of the ACTV own home	ACTV own home	ACTV own home	One time activity	CEO
Strengthen networking at local, regional and international level.	Subscribe to coalitions and networks of like-minded organizations	At least two subscriptions per year	Networks of like-minded organisations	Signed agreements in place	Signed agreements in place	Annually	CEO
Improve the governance and human resources capacity of ACTV	Development and implementation of a Capacity Development Plan	Capacity Development Plan in place	Enhanced HR capacity	Number capacity development interventions	Capacity Development Plan	Annually	HFA
Review and strengthen internal policy and systems framework	Establish relevant policies such as Gender policy.	Relevant policies such as Gender policy developed	Relevant policies developed	Number of policies developed	Policy documents	Annually	CEO
	Review the Board Charter to include beneficiary representation and resource mobilisation functions	Board Policy revised	Board involvement in fundraising	Board Policy revised	Board Policy	One time activity	HFA