Introduction

This strategy is the start of an important journey for Eliezah foundation. It is a clear statement of how we are going to realise change so that Women and Girls enjoy equality and fairness.

That itself is nothing new. Eliezah Foundation has always been about making change happen. We know that our quality information and advice, personalised services and influential campaigns mean that more women and girls can lead the lives they choose. But life today is much harder for women and girls than it needs to be. Women and girls have told us that the challenges they face are changing. So we’re changing to meet those challenges with them. If we don’t, we won’t be in a place to support women and girls to realise their ambitions in the future.

Our strategy is underpinned by detailed and robust plans that will achieve our mission of everyday equality. We will be a truly mission-led organisation relevant to the lives of millions of women and girls, available when women and girls need us most.

We have ambitious plans for the next five years. We want to raise expectations when it comes to Women. To do this we’re going to focus on the priorities women and girls tell us matter most; supporting them to get the best start in life, live the life they choose and be financially secure.

We want to harness the power of digital technology to improve lives and reach many more women and girls, to offer the information they need, be better connected and in control far away from violence.

We want women and girls and others to come together to kickstart campaigns. Challenge attitudes. Influence decision makers. Shape the world around them.

We want women and girls to have fairness and equality – at home, at work, at school and in our communities. Women and girls will remain at the heart of everything we do.

We are proud of what we have achieved and excited about the future. We will be a bold and collaborative force to bring about positive, lasting change. And we look forward to working with you to make that happen.

Rehemah Nyanzi  
Chief Executive

Titus Busonga  
Chair

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Chief Executive  
Chair

We’re EFIUG

We won’t stop until we achieve a society where all Women & Girls enjoy equality and fairness.
Our values

Our values set the tone for how we work together, how we behave and how we make decisions.

**Pioneering**
We are passionate. We make things happen and lead the way. We are curious, abandoning assumptions and pushing boundaries. We innovate to find new solutions and always strive for better options for Women. We expect a lot of ourselves and each other, but we are confident – proud of our work and focused on the impact we can have towards a smaller community.

**Courageous**
We always question why. We are willing to challenge the status quo ourselves and each other. We are unafraid to fail fast and learn quickly and single minded in our desire to achieve Women equality. We don’t settle for less.

**Connected**
Working together our passion, knowledge and experience will create a fairer society for women and girls. We make it our business to connect – internally and externally – to collaborate and form alliances. We listen. We pull the best minds together, tapping into the expertise and imagination of the right people.

**Open**
It’s a mindset. We are open to ideas, and to each other. We are transparent about what we do and how we do it, building trust internally and with our volunteers and supporters. We create supportive, accessible environments where everyone has a voice and people feel confident to speak up. We depend on each other.

**Fair**
We are the change we seek, passionate about making sure all have a fair chance, the opportunities we all deserve. And this is how we work at Eliezah Foundation, valuing, respecting and supporting each other, our diversity, our skills and our expertise. We all take responsibility. We ask a lot of ourselves and each other and we support each other to succeed.

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**Titus**, Equality advocate

“The attitude of too many people is that Equality aims to take away control from Men which isn’t true. In fact, Equality advances these Equality advocates.”
We help Women and Girls get the best start in life. We support women and girls to lead the lives they choose. But life is still much harder for women and girls than it needs to be.

EFI research shows that:

- Over Three thirds of the Ugandan Men have at least been Violent to a women or girl for no good reason.
- Over half of women and girls who are married or intimate have experienced Sexual violence from their sexual partner.
- Four in 10 girls have been raped and did not say anything to avoid conflict or judgement.
- Only One in four women and girls said they feel valued by community.
- Women and girls are almost twice as likely to be unemployed as men.
- On average, 8 out of 10 women were married of before they felt ready for marriage.

The challenges Women and Girls face are changing.

Women and girls today have greater ambitions for life and expect to be treated equally. But too often women and girls can’t access the support they need at home, in education or at work, but instead receive violence, and face negative attitudes, rejection and huge pressures from family and community.

So we’re making a choice to change too. We want to support women and girls to realise their ambitions. We will focus on having the greatest impact on the lives of women and girls.

There is still much more to do. To challenge Violence against women, injustice, change attitudes and ensure women have a stronger voice to influence change at home and across society.

We will redesign our information, approach and support to reach millions of women and Girls and have the greatest impact on their lives.

We will challenge government and businesses to tackle inequality.
Looking ahead

By 2023, we will be recognised as the go-to organisation for Gender Based Violence Issues, directly reaching 750000 people with information, advice and support. We will be driving change for most of the Women and girls in Uganda so their ambitions aren’t limited by attitudes or policy or their Gender, and they can lead the lives they choose.

We have ambitious plans for the next five years.

To help us develop this strategy, we listened to women and girls, their families, our supporters and Women and girls Organisations to ask them where we should focus in the next five years. It was important to have conversations with people who matter to us so we could build a strategy that tackles the challenges and issues they told us they face.

We will work in partnership with community women and girls, government, businesses, partners and the public to make change happen.

We will deliver social change by influencing policy, attitudes and society, and through direct offer of information, advice and support to women and girls and their families.

We will:

- Develop a robust evidence base through case documentation and GBV services, attitudes, families, and technology that will tell a compelling story about the reality of women and girls lives and the need for change.
- Run two major campaigns each year to inspire government, businesses and the public to change policy, practice and attitudes. In 2019 we will campaign for a women development and protection through the building bridges for women campaign and help businesses to design new workplace policies and technology inclusively.
- Offer over 10 quality services women and girls tell us they need in a way that suits them – offer emergency support through our services and offer trainings for capacity building.
- Build a community of women and girls who support each other and share experiences, advice and tips to guide one another through life’s big moments. By the end of 2019/20 we plan to secure 40,000 community members.
- Harness the power of digital technology and reach many more women and girls to offer the information they need, and improve lives through assistive technology and better access GBV services.
- Be the go-to organisation for 750000 people who need information, advice and support at times when it matters most.
- Diversify our income streams through fundraising, partnerships and do business so that we have a sustainable voluntary-funded base.
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What is everyday equality?

Everyday equality is about ensuring we all have an equal chance in life. Not feeling inferior, not being treated unfairly, not being overlooked because of who we are. It’s about fairness, justice and rights – at home, at school, at work and in our communities.

Women and girls tell us that everyday equality can’t be achieved without a steady income, enough to pay the bills and cope with unexpected events. For many, but not all women and girls, it’s about having a job, a respectful partner and a nurtured community.

It’s about feeling strong enough to cope with the hard times. It’s about knowing how to get emergency support and getting that support when it’s most needed, in a way that suits you. It’s about finding others who are in the same boat and share grievances to find solutions, not feeling alone. It’s about going to school, feeling safe, having friends, going out and enjoying life. It’s about feeling independent, confident, loved, respected and connected.
Our work for 2018 – 2023
Eliezah Foundation will support women and girls to
Get the best start in life

Goal: Fulfil my potential during my early years

Eliezah Foundation will improve opportunities for Women and the resilience of their families by:
- Increasing financial security so that families can support young girls and avoid exploitation.
- Challenging attitudes and barriers that limit opportunities and ensuring women access the support and information they need to live the lives they choose.
- Increasing emotional resilience so that women and girls can overcome GBV challenges in the early years.

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Goal: My Adulthood is as equally important

Eliezah Foundation will ensure women and girls have the same opportunities as everyone else by:
- Increasing access to early and tailored support, information and advice.
- Supporting more young women and girls to move into work.
- Challenging attitudes and barriers that limit women’s potential.

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- Supporting more young women and girls to move into work.
- Challenging attitudes and barriers that limit women’s potential.

So, what will we do?

Launch the Building Bridges for Women Campaign in 2019, to engage all sectors including monarchy in conversation to enable girls grow resourcefully into adulthood without interference.

Support our communities to Come Up with a community regional action plan that harnesses culture while supporting grown and development for young women and girls.

Encourage women to live healthy lives and to make decisions that support their growth and development.

Empower men and women to participate Conversation on equality and better work Conditions for women.

“"You can never stop Worrying about what your Child will see if you have An abusive husband. Our Children see us getting raped”

Justine, EFIWomen

Our work for 2018 – 2023
EFI will support women and girls to
Live the life they choose

Goal: Live the life I choose

Eliezah Foundation will ensure all women and girls are able to live the life they choose by:
- Winding access to Justice, care and support to victims of violence against women and ensuring it is better tailored to individual need so that women can live independently and fulfill personal aspirations.
- Increasing Women and girls power and influence so they are empowered to make decisions about their lives and effect change in their communities without Cultural interference.
- Harnessing the potential of digital technology so that Women and girls can live more independently informed.

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So, what will we do?

Each year we will support young women and girls to become campaign leaders through EFIWomen programs.

Campaign so that Safety, employment opportunities and other crucial services better enable women and girls to be independent, confident and connected to their friends and family.

Provide Psychosocial support to women and girls to help in guidance on choosing better life changing decisions.

Run special Projects that build skills for Women and girls in communities where poverty is a huge challenge.

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 EFI will support women and girls to Be financially secure

Goal: Have the opportunity to work

Eliezah Foundation will work to reduce the gap between the percentage of women and girls and men in work by:

– Ensuring women and girls get voluntary, tailored and joined-up support so they get in, stay in and progress in work.
– Improving workplace policies, practice and culture so that women employees are better supported at work and experience improved attitudes in the workplace.
– Changing attitudes, promoting ambition and fostering a culture where women and girls can be open about what they need to succeed at work.

Goal: Have a decent standard of living

EFI will tackle the inadequacy treatment of women that lead to poor standards of living by:

– Involving Men in lobbying for decent Standards of living for women in their home and then in their communities.
– Empowering women to use the internet to share information about their standards of living both at home and in their communities under the hashtag #Womenstandards.
– Ensuring increase tolerable standards of living for girls.

So, what will we do?

Launch 29 women in business services in the next five years to provide highly personalised support (technical and financial) for women and girls to start businesses, find, apply for jobs and progress in work.

Involve media to discuss aggressively the issues raised by women in a workplace under the BBW campaign

Launch the Safe Workplace Network in 2019/20, a membership programme aimed at helping organisations improve practice and become great employers of women and girls.

“Women and Girls have A lot to offer the world of work,”

– Doreen, Media Personality

Pressy, EFI Women campaigner

Making an impact

Everything we do will be underpinned by evidence and community insight, and focus on delivering social change.

We have developed a theory of change to ensure our actions, and how it influences people to behave differently, deliver the social change we wish to see.

The golden threads of our theory of change will inform all we do. It will keep our focus on the issues that matter and have the greatest impact possible.

It’s not just about reaching many more people at moments that matter. It’s also about making a big difference, for a lifetime.

We will:

– Track progress nationally using national surveys, population-level data and our own data to measure the long term impact of our work.
– Build a strong evidence base of economic, statistical and qualitative research to tell the story of what’s like to be a woman in Uganda today and show what needs to change.
– Use community insight and data to improve our services, strengthen our influence and keep focus on what will make the biggest difference to women and girls.
– Track changes in 80 women and girls lives over five years in a ground breaking research project, Our Lives Our Journey, to inform our future work.
– Collect and share information about outcomes for women and girls from our services and campaigns to ensure we make the greatest impact.
– Measure our reach and engagement to make sure we have the scale we need to make an impact for the 1 in 5 of us who are Women.
– Allocate resources based on impact performance and report openly to our supporters on the progress we are making towards everyday equality for women and girls.

And we won’t stop until we get there.
Our HIV services are still limited to Support services among Women in our communities…..

More money
We have an ambitious target to more than double our current annual profit from UGX 300 million to UGX 1.3 billion by 2022/2023.

More people
We will continue to invest in our people and set up an expert volunteering team to help us recruit more volunteers for the Eliezah Foundation.

By 2023, we want to achieve more than 1,000 supporters and donors in addition to our 40,000 online community members and our 8,000 volunteers.

With our supporters, we will use our collective power to:
- Challenge inequality, disrupt the status quo and inspire change through hard hitting campaigns.
- Work together to share our stories, influence our networks, spread the word and create inspiring content that brings home the reason why we do what we do. We will work with digital partners and online influencers to remain at the forefront of communication and to extend our reach and voice.
- Connect with partners across the commercial and social business space to build alliances and influence, share expertise, increase reach and impact. We will be known as the partner of choice in driving social purpose through our networks.

Supporters are the heartbeat of Eliezah Foundation. We are here to mobilise change through others and without your support we cannot achieve the change we all want to see.

Businesses
We plan to grow the number of businesses from 1 to 5 by 2023. We will open 2 new shops by 2023. We also want to venture into real Estate to help Women living with HIV.

More digital
We will use digital technology to drive efficiency and improve systems so we’re even better at signing people up for IV Services. Our Programs has started with focusing on tuberculosis early detection for women. We are running this with local private and public hospitals.

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- Connect with partners across the commercial and social business space to build alliances and influence, share expertise, increase reach and impact. We will be known as the partner of choice in driving social purpose through our networks.
- Innovate in our income generation, extending beyond our philanthropic routes to driving commercial and social enterprise models that challenge the status quo and generate more income for our mission.
- Create an events and engagement platform that brings people closer to us and provides a way for them to join us in our ambitions. Together we are stronger and we will do all we can to welcome you into our family. Our events will articulate the change we want to see and play an integral role in driving equality for women and girls.

The more money we have, the more we can achieve. We rely on our voluntary income as the sole source of income generation. By 2023 we will increase our voluntary income to UGX 2 billion and in doing so will have reached 750,000 women and girls and their families and achieved the social change we want to see.

We can’t do this without you. Everyone has a role to play however small or big. It matters. Please join us.
Our people

Our people are at the heart of everything we do.

This strategy isn’t just about what will we do to make change happen, it’s also about the people who deliver our work – our staff and volunteers. And how we will up our game to attract, retain and motivate the talent we need to deliver everyday equality.

We will create a culture based on our new values, where our people can flourish. We will work together in an environment that supports creativity, passion and growth. By investing in our people and supporting them to be the best they can be, we will be united in our commitment to achieving our mission.

Leading the field

One of our ambitions is to be an inclusive employer, leading the field in the employment of women and girls and supporting diversity in all its forms. We know we must lead by example on women equality, acting as a role model for other employers. And we know we can do more.

We have a solid foundation to build upon. Our staff survey tells us that of our staff who declared their gender as women, 84% are happy to disclose their sexuality. This is well above the average for any charity and public sector organisation. We also know that our women staff are very positive about Eliezah Foundation as a place to work. We have taken the first step by moving to a fully accessible and inspiring work place. The contemporary facilities include a Changing Places, toilet which is accessible to the local community when they are at office as well as our staff and volunteers.

The next steps are to:

– Run a development programme for all managers to ensure they are confident in recruiting and supporting Women colleagues.
– Provide a diversity and gender awareness programme as part of staff and volunteer inductions.

– Launch an apprenticeships and interns programme and a volunteer programme to attract and provide development opportunities.
– Revise our policies and procedures to remove any barriers to entering and staying in work.
– Push the boundaries in workforce planning and pilot new models of practice with both our own people and our external consultancy work.

"I have had to raise my child Ali by myself. I couldn’t Stand the beating and the Daily Harassment".

Joan, supported by EFI
Putting women and girls front and centre of all we do. The lived experience and expertise of women and girls, parents of young girls and women and girls’ organisations will shape our work.

Eliezah Foundation exists to lift the voices of women and girls and to work together with women and girls and their families to make sure our services and our campaigns deliver what we know women and girls need to provide everyday equality. We will continue to work tirelessly to improve women and girls’ experiences of working with us.

Our core values of pioneering, courageous, connected, open and fair are important to us. Our core principles: we make sure that everything we do is accessible. We work alongside women and girls with a variety of skills, support needs, ages and backgrounds to bring a richness of variety of skills, support needs, ages and backgrounds to bring a richness of variety of skills, support needs, ages and backgrounds to bring a richness of experiences. We work together to make sure that everyone can innovate and improve. We work hard to remain relevant to the needs of today and to be ready for the needs of tomorrow.

We are here to work together with women and girls and their families to shape a society that is equal, to help share the stories, the aspirations, the struggles and the successes and to work together and with others to find solutions and support each other at times of need.

We share our insights and our experiences to inspire businesses, the media and creative industries, the government and the public to change the way they engage with women and girls. We will create equality for women and girls and work together with others to find solutions and support each other at times of need.

Putting this into action

We hold true to five core principles:

1. We recognise, value and act on women and girls’ knowledge and expertise based on their lived experience.
2. We work alongside women and girls with a variety of skills, support needs, ages and backgrounds to bring a richness of experiences.
3. We work together to make sure that everything we do is accessible.
4. We are open and honest about our limitations if we are not able to do something.
5. We make sure that women and girls feel confident and supported when working with us to achieve Scope’s vision.

EFIWomen advocates sharing their experience

Women and girls told us they wanted advice from a source that felt like ‘they knew because they’d been there’. The best way to do this was by asking women and girls who had ‘been there’ to share their experiences.

Christine, a former victim and beneficiary of our Women in business project, returned to talk to new EFWomen about her experience on the project, and how she benefited from it. She volunteered her time.

The session went well – key feedback from the participant was that the process was exciting, quick and simple. As a result, we’ve rolled this out to all our EFWomen services. These sessions are well received by new beneficiaries and returning members.

Pair writing with Women subject matter experts

Pair writing involves women and girls helping us to write copy for our website. A Eliezah Foundation content designer and a working-age woman sat down together to draft the content. This becomes the information and advice on our website – in this case about jobs, work and services.

We use this feedback to ensure our content reflects user needs and language, which makes it easier for our members to find and understand. It also builds participants’ writing and communication skills and improves content accuracy and clarity. Women and girls’ knowledge and expertise based on their lived experience is directly influencing the way we work.

I feel that (focus) groups like this are important to understand people’s perspectives on how well the project is doing in delivering its services. Very interesting” Eliezah Foundation Impact participant

Measuring impact

To ensure our strategy, truly makes an impact through our day to day work, women and girls who have received our services helped us to develop a set of measures. Their input was vital in how we developed our Impact Assessment Framework. This shows how our EFWomens’ lived experience is directly influencing the way we work.

The new online content, designed alongside women and girls, is rated consistently higher by visitors than the old content.
Be part of our journey

Together we can take action to ensure that women and girls have fairness and equality. At home. At work. At school. In our communities.

Everyday equality. No less. And we won’t stop until it happens.

efiug.org/everyday-equality

Call 039 217 5789 to let us know if you’d like this information in a format that’s accessible for you.