

RESTLESS DEVELOPMENT

UGANDA STRATEGIC PLAN

2011-2015



**RESTLESS
DEVELOPMENT**
THE YOUTH-LED DEVELOPMENT AGENCY

WE ARE RESTLESS

**BECAUSE THE PROBLEMS
OF THE WORLD PERSIST AND
WE WANT TO RESOLVE THEM**

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OUR STORY

WHAT DO WE KNOW?

Young people are the most affected by the persistent problems facing the world. And yet we are frequently overlooked as being the ones to help work these issues out.

WHAT DO WE BELIEVE?

Young people are the solution. We are the largest, most energetic group of people in the world. When we work together with a common purpose, anything is possible.

WHAT ARE WE HERE FOR?

To channel the indisputably positive power of young people to bring about real progress.

HOW DO WE DO IT?

We train, educate, support and inspire young people to lead development in their countries and communities.

We help young people make responsible choices about their health and their livelihoods.

We give them skills they need to contribute positively to society.

We create the opportunity for young people to play active roles in policy and decision making.

WHO WE ARE

WE ARE THE LEADING YOUTH-LED DEVELOPMENT AGENCY IN UGANDA

Restless Development* is the leader in engaging and supporting young people to address the most urgent problems (livelihoods, health, education, peace-building) facing Uganda today.

We have been cited as best practice by UNICEF, UNAIDS and the World Bank for our unique youth-led methodology.

We are restless because the problems facing Uganda persist and we want to resolve them. Young people across Uganda share this restless determination to make things better. When we channel this energy into development work anything is possible.

*Formerly SPW

WHAT WE'VE DONE SO FAR

OUR YOUNG PEOPLE HAVE BEEN LEADING DEVELOPMENT SINCE 1997

OVER 1500 YOUNG UGANDANS

Leading development in communities as full time, professional volunteers

OVER 200,000 PEOPLE ACROSS 18 DISTRICTS

Reached with programming in livelihoods, sexual & reproductive health, life skills, peace-building and youth participation in development

ANNUAL NATIONAL YOUTH CONSULTATIONS

Engaging policy-makers on the most pressing issues including the National Planning Process and Millenium Development Goal progress

YOUTH PARTICIPATION IN DEVELOPMENT GUIDE

Published to inform global development efforts at the request of a group of major donors

TEACHERS, HEALTH WORKERS, ENTREPRENEURS AND UNIFORMED PERSONNEL

Trained to better engage and support youth in development processes

YOUTH-SERVING CIVIL SOCIETY ORGANISATIONS

Trained for increased capacity in financial management, fundraising, programmes, monitoring & evaluation, strategy & direction, and human resource management

DECREASED RISKY SEXUAL BEHAVIOUR & IMPROVED LIVELIHOODS

Among young people reached by our Volunteer Peer Educators

INCREASED FOOD SECURITY & YOUTH ENGAGEMENT IN PEACE-BUILDING

Documented in programmes in Northern Uganda and Karamoja



YOUNG UGANDA

Uganda is young. It is growing. It is mostly rural. Two-thirds of Ugandans are under 30 and live in rural areas. The challenges facing young people are significant. Yet their potential, individually and as a group, is staggering. Increased youth livelihoods can drive economic growth. Young people making informed, safe sexual decisions makes for a healthier population. Including young people strengthens democracy, decreases the risk of unrest, and makes Uganda a more robust country.

YOUNG

Uganda has the world's 2nd youngest population. 48.7% are under 15 years old. 78% are under 30.

RAPIDLY GROWING

Uganda has the world's 2nd highest fertility rate (6.5 children per woman). Population size is projected to nearly triple from 2010 to 2050 (33.8 million to 91.3 million).

RURAL

Only 13% of Ugandans live in urban areas. This is the 3rd most rural population in the world.

DEVELOPMENT SUCCESSES TO DATE

Significant progress in pushing back HIV/AIDS has lowered Uganda's HIV/AIDS infection rate to 6.4%. Uganda has made significant progress against many Millennium Development Goals and is among the world's top performers in Millennium Development Goals progress to date. Uganda has posted strong economic growth (over 8% in recent years declining to 5% post global financial crisis).

DEVELOPMENT CHALLENGES TO DATE

Unemployment and underemployment (20.17%) are persistent, and young people are disproportionately affected (80% of 15-24 year olds are under/unemployed). To maintain current employment rates, Uganda's employed labour force must double in less than ten years. HIV/AIDS remains a significant threat due to underserved youth and rural populations as well as prevailing policies. Young people are rarely included in decision-making and governance processes despite their numbers.



LOOKING FORWARD

Most Ugandans are of working age, with few elderly people to support. Uganda must make the most of this demographic dividend. That means young people becoming economically active and more productive. Because youth are the largest portion of the population, building youth livelihoods is critical if Uganda's economy is to grow.

The population issue is not size. It is age structure. To increase national development, demographic transition must accelerate. This means high fertility & high mortality rates giving way to low fertility & low mortality rates. Youth reproductive planning and sexual health must improve for Uganda's population to stabilise.

Uganda is a country in transition: a rapid increase in urbanisation is likely; emergence from conflict slowly continues in the North; and a youth population is bulging. The social landscape is changing, and amidst this change, it is time to increase youth participation. Engagement of youth in decision-making is vital for governance, peace-building and planning processes. Increased youth participation will ensure Uganda's continued growth and stability amidst change.

WHAT WE ARE GOING TO DO

OUR MISSION IS TO PLACE YOUNG PEOPLE AT THE FOREFRONT OF CHANGE AND DEVELOPMENT

TO MAKE OUR MISSION REALITY, WE HAVE THREE BIG GOALS

1. Young People Leading Development
2. Young People's Livelihoods
3. Young People's Sexual & Reproductive Health

TO CREATE LASTING CHANGE, WE TARGET

1. Individual behaviour change among young people
2. Systemic change of the environment – government, civil society, service providers, communities & families – in support of young people

AS A RESULT, WE WILL SEE

Young people leading development processes and living healthy, productive lives fully supported by those around them

GOAL 1

YOUNG PEOPLE LEADING DEVELOPMENT

We know that young people have the talent, energy and commitment to lead development processes. With such large numbers, Uganda must include young people in a significant way. This means government and development partners systematically including young people in decision-making processes. It also means skilled young people participating responsibly. Through building peace in Karamoja, leading community development in Busoga, and engaging decision-makers nationally, our young people will lead development in Uganda.

To make youth leadership of development a reality, we will create change in three areas:

- 01 GOVERNMENT & DEVELOPMENT PARTNERS WILL ENGAGE YOUNG PEOPLE IN DECISION-MAKING
- 02 YOUNG PEOPLE WILL TAKE UP RESPONSIBLE ROLES IN DEVELOPMENT PROCESSES
- 03 YOUNG PEOPLE WILL LEAD PEACE-BUILDING AND CONFLICT RESOLUTION PROCESSES

GOAL 2

LIVELIHOODS

Young people want to work. Uganda's population is young and growing. If the economy is to grow as well, young people must be economically active and productive. We want government and development partners to prioritise youth livelihoods as a macroeconomic development strategy. We will make sure that young people have the skills to start businesses, create wealth, start income-generating projects, manage farms as businesses, and generate economic growth.

To improve young people's livelihoods, we will ensure progress in two areas:

01 GOVERNMENT & DEVELOPMENT PARTNERS WILL PRIORITISE YOUTH LIVELIHOODS IN POLICY & PRACTICE

02 YOUNG PEOPLE WILL ENGAGE IN LIVELIHOOD VENTURES TO INCREASE THEIR HOUSEHOLD INCOME AND FOOD SECURITY

GOAL 3

SEXUAL & REPRODUCTIVE HEALTH

Young people want to live full, healthy lives. A rapidly growing population means more young people. We want government and service providers to prioritise the specific sexual & reproductive needs of young people, and we want young people to feel comfortable approaching health workers, clinics and doctors. We will help young people to make informed, safe decisions on their sexual health. By accessing health care services, avoiding risky behaviour, and living healthy lives, young people will have improved sexual & reproductive health.

To support youth sexual & reproductive health, we will make a difference in two areas:

01 GOVERNMENT & SERVICE PROVIDERS WILL PRIORITISE YOUTH SEXUAL & REPRODUCTIVE HEALTH RIGHTS & DELIVER YOUTH FRIENDLY SERVICES

02 YOUNG PEOPLE WILL ENGAGE IN SAFE SEXUAL PRACTICES

HOW WE WILL DO IT

Our 3 goals are big, as are our ambitions. There are more than 20 million young people in Uganda and counting. To impact all of these young people we must change their environment, working through government and partners to ensure comprehensive reach.

This means that we will use diverse methods beyond direct programme delivery alone.

To ensure individual and environmental impact, we will use five strategic approaches:

DIRECT DELIVERY

WORKING THROUGH PARTNERS

PUSHING FOR CHANGE

SHARING & LEARNING

A GENERATION OF LEADERS

Please read on for detail on our approaches.



DIRECT DELIVERY

We directly deliver programmes to our primary beneficiaries: young people (in-school and out-of-school), adults (community elders, leaders and service providers) and institutions (government, civil society).

Our Direct Delivery approach is led by our trained young people and staff who deliver programmes to generate significant impact for targeted beneficiaries individually and regionally.

Aligned to government plans and strategies, our Direct Delivery also informs our Pushing For Change, Sharing & Learning and Working Through Partners approaches. The evidence base created through Direct Delivery is critical to informing these approaches and enabling broader impact.

Direct Delivery is a critical element of our work in Karamoja and Busoga to support our goals of Young People Leading Development, Livelihoods, and Sexual & Reproductive Health

WE WILL

Recruit, train and support over 725 full-time Volunteer Peer Educators to lead community development through 8-12 month placements.

Create significant, documented impact. Our work will increase young people's incomes and food security, decrease HIV rates in the communities where we work, decrease risky sexual behaviour among young people while increasing youth access to health services, and increase youth participation in decision-making and peace-building processes.

Lead over 12,300 sessions on Young People Leading Development (gender, civic rights & responsibilities, leadership, club management, peace-building).

Lead over 10,200 sessions for young people's livelihoods (entrepreneurship, business skills, income-generating projects, life skills, farmer field school, market-driven agriculture, career development).

Lead over 10,000 sessions on young people's sexual & reproductive health (HIV/AIDS, sexually transmitted infections, health centre talks, condom demonstrations, teacher training sessions).

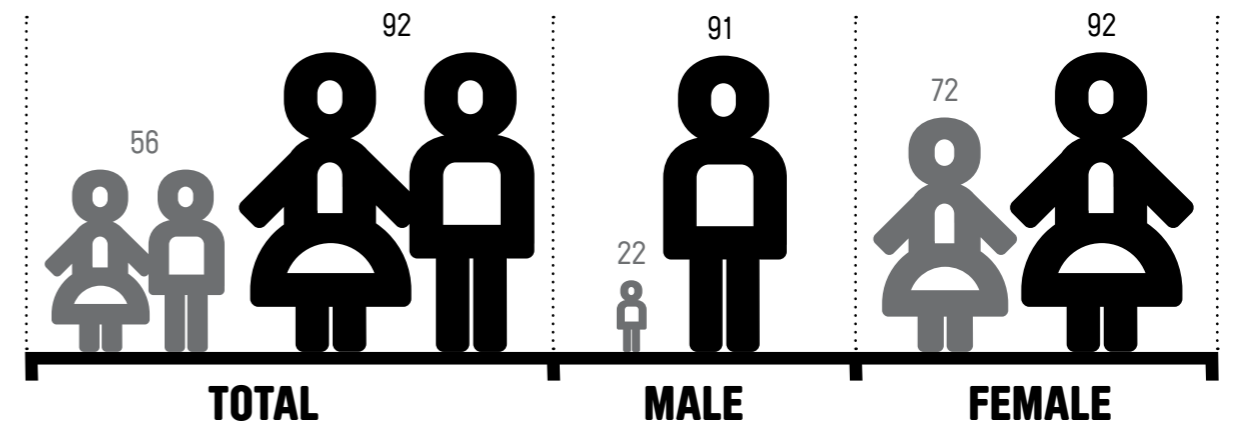
Create youth resource corners, support youth councils, strengthen youth clubs, lead home visits to vulnerable youth and more in over 100 communities through Busoga and Karamoja.



OUR IMPACT THROUGH DIRECT DELIVERY

Percentage of rural Karimojong out-of-school youth reached by Restless Development reporting increased food security as a result of income from an income-generating project (2009-10)

■ BASELINE
■ ENDLINE



WORKING THROUGH PARTNERS

We work through partners to expand their capacity and improve their work in mission-aligned areas.

Our Working Through Partners approach is led by staff and concentrates in two areas: capacity development and technical assistance/consulting.

Capitalising on our areas of expertise (youth development, organisational management), Working Through Partners allows us to increase the scope and outreach of our mission by increasing the ability of partners to deliver on our Young People Leading Development, Livelihoods, and Sexual & Reproductive Health goals.

Working Through Partners forms an integral part of our work in Karamoja and Busoga at the community level and regionally, while national reach is achieved through training and technical assistance. Working Through Partners directly supports and reinforces our other approaches of Direct Delivery, Sharing & Learning, A Generation Of Leaders, and Pushing For Change.

WE WILL

Develop the organisational capacity of over 100 mission-aligned Ugandan Civil Society Organisations in areas such as financial management, monitoring & evaluation, fundraising & partnerships, programme quality, human resources, and strategy & direction.

Develop the capacity of over 2000 teachers, health workers, uniformed personnel, local government officials, and entrepreneurs to support young people, engage them in development processes and provide youth-friendly services.

Place more than 50 professionally-trained youth development experts with our partners for 12 month support placements.

Provide technical expertise on youth development, publishing and disseminating over 10 research papers and evaluations.





“WITHOUT (RESTLESS DEVELOPMENT) YOUNG PEOPLE WOULD HAVE BEEN EXCLUDED FROM THE NATIONAL PLANNING PROCESS”

—Andrew Othieno, National Planning Authority

Following the 2009 National Youth Consultation on the National Development Plan, 4 key recommendations made by young people to policy makers appeared in the National Development Plan: youth-friendly sexual reproductive health services, skill building schemes for out-of-school youth, targets for youth employment and investment in youth enterprise.

PUSHING FOR CHANGE

We push for change in the policies, strategies and resource allocation of governments and major development institutions to support our objectives for young people.

Our Pushing For Change approach is led by staff and trained young people who push for change in two ways: Advocacy (direct discussions) and Campaigning (raising public awareness and pressure for change).

Knowing the importance of building a more supportive environment for young people, Pushing For Change will support the systemic change component of our Young People Leading Development, Livelihoods and Sexual & Reproductive Health goals, while ensuring sustainability and mainstreaming of our work. Pushing For Change is supported by Sharing & Learning, Working Through Partners, Direct Delivery and A Generation Of Leaders.

Pushing For Change focuses nationally and regionally to influence policy formation and high-level decision-making as well as locally to ensure the implementation of plans and policies where we have presence. Pushing For Change also functions globally across Restless Development programmes to influence decision-making at the highest levels.

WE WILL

Hold 5 annual National Youth Consultations, empowering young people to share their views with decision-makers on the most pressing matters facing Uganda.

Mobilise over 75,000 young people in more than 250 schools through the dance4life campaign to take action to roll back HIV/AIDS.

Train, support and engage over 250 young people as Advocates for Action, who will take part in quarterly advocacy activities locally, regionally and nationally.

Facilitate over 1500 meetings between young people and leaders at the sub-county, district and national levels.

Produce regular briefing and advocacy papers for media, government and civil society to transform the way young people are seen by these key groups.

Lead SMS, radio, TV and media campaigns to mobilise young people for change while supporting partner advocacy.

SHARING AND LEARNING

We are committed to producing evidence and documenting best practice to demonstrate the effectiveness of our youth-led model. We use this evidence to encourage the take-up of youth-led development approaches by our partners.

Our Sharing & Learning approach is led by staff and trained young people, working with external technical partners, in two ways: technical research and development/dissemination of best practice models.

Through Sharing & Learning we are able to use our internal quality and evaluation systems to form part of a broader method of delivering on our mission in all three goals: Young People Leading Development, Livelihoods and Sexual & Reproductive Health. Sharing & Learning draws from our organisational systems and Direct Delivery evidence base to inform and strengthen Working Through Partners and Pushing For Change.

Sharing & Learning offers scope and scale at all levels – our best practice and evidence-based learning can be applied locally, nationally and internationally. Equally, we seek to learn from others and coordinate youth development efforts, increasing the effectiveness of all organisations working in our objective areas.

WE WILL

Form and chair a national Youth Working Group to gather and document success in youth development, coordinate the work of major youth development actors for national reach, and create an evidence base for youth development that can be applied and adopted by organisations nationally and globally.

Chair 10 Multi-Stakeholder Reviews regionally and nationally to enhance coordination, share best practice in youth development, and ensure that stakeholders are fully engaged in the planning and impact of our work.

Lead an Eastern Region Sharing & Learning Network of youth serving organisations to enhance capacity and coordination, while documenting and sharing grassroots best practice.

Provide technical expertise on youth development, publishing and disseminating over 10 research papers and evaluations.

Contract 3 external evaluations of our work to ensure unbiased, thorough reviews and documentation of our work.

YOUTH PARTICIPATION IN DEVELOPMENT GUIDE

We developed this guide in response to requests from major donors globally for a resource that documented and shared best practice on the engagement of young people as assets, partners and beneficiaries in development processes. The research, consolidation and publication was led by our young people in Uganda, Nepal and the UK through Sharing & Learning Networks of youth-serving partners. The development of this guide shows that young people can and must lead the most important development processes globally. To download a free copy, please visit www.ygproject.org.



A GENERATION OF LEADERS



We will provide long-term support to young leaders with strong values to move into successful careers and positions of influence to improve the world for young people.

A Generation Of Leaders is led by staff and former volunteers themselves who will build a thriving generation of young Ugandan leaders in two ways: long-term career and leadership development, and formal accreditation.

We will build A Generation Of Leaders by obtaining formal qualification for our young people leading Direct Delivery, and the creation of A Generation Of Leaders draws from the young leaders we develop in Direct Delivery to support our Working Through Partners, Sharing & Learning and Pushing For Change in the areas of Young People Leading Development and Livelihoods.

We will build A Generation Of Leaders wherever our former volunteers reside, with key activities taking place centrally in Kampala and Jinja.

WE WILL

Engage over 2000 former volunteers in a network with annual alumni meetings, quarterly regional meetings in Jinja and Kampala, and quarterly activities led by former volunteers.

Conduct over 300 career development and leadership trainings, circulate a regular jobs network bulletin, and create career development centres in Jinja and Kampala.

Place more than 50 professionally-trained youth development experts with our partners for 12 month support placements.

Obtain formal accreditation for our Volunteer Peer Educators as community development professionals.

CREATING LEADERS

Percentage of former Restless Development Volunteer Peer Educators reporting that their volunteer experience with Restless Development built their professional skills

FACILITATION	95
PUBLIC SPEAKING	94
PARTNERSHIP SKILLS	93
MONITORING & EVALUATION	91
DEVELOPMENT KNOWLEDGE	89
TEAMWORK	89
PROBLEM SOLVING	88
CREATIVE THINKING	87
NON-FORMAL EDUCATION	86
FINANCIAL MANAGEMENT	84
PLANNING SKILLS	82
LEADERSHIP	81
TIME MANAGEMENT	80

WHERE WE WORK

NATIONAL PROGRAMMES

National Programmes are run through our Jinja head office and our Kampala office opening in 2011. National activities include:

Working Through Partners

Civil Society Organisation Capacity Building
Civil Society Organisation Intern Placements
Government Capacity Building
Research and Best Practice Circulation

Pushing For Change

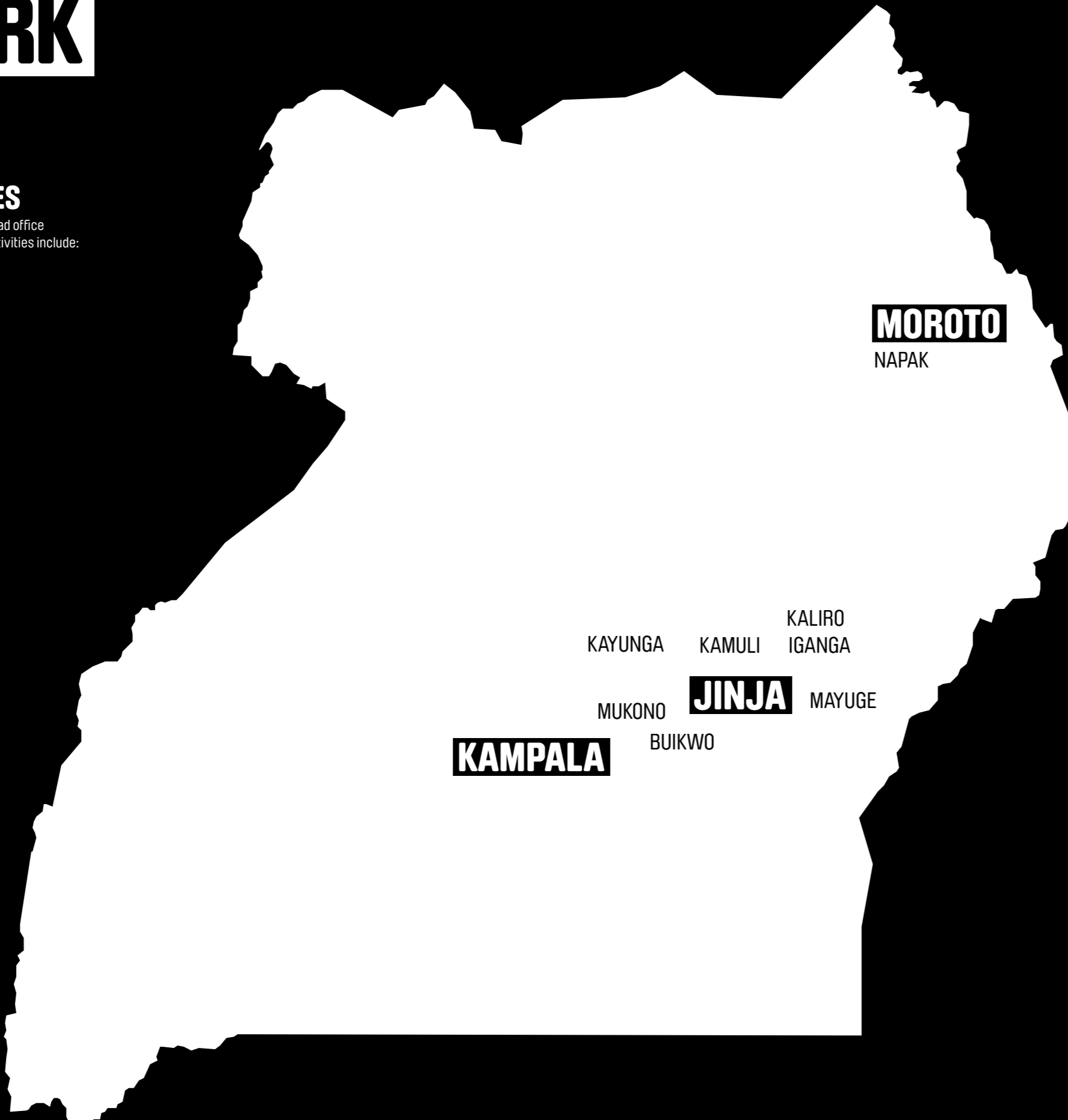
National Youth Consultation
Advocates For Action Training & Network
Dance4life Campaign
Campaigns & Coalitions
Advocacy Papers
Letter Campaigns & Calls To Action
Lobby Meetings
Field Visits With Decision Makers
Media Briefing Papers
Media Campaigns

Sharing & Learning

Youth Working Group
Multi-Stakeholder Workshops
External Evaluations Of Our Work
Technical Research, Evaluations & Publications

A Generation Of Leaders

Active Alumni Network
Career Development Training
Leadership Training
Jobs Network
Career Development Centres
Certification For Volunteers



KARAMOJA PROGRAMMES

Based in our Moroto Field Office, Karamoja programme activities include:

Direct Delivery

Volunteer-Led Integrated Peace-Building, Livelihoods, Life Skills, Sexual & Reproductive Health Programming

Working Through Partners

Civil Society Organisation Capacity Building & Intern Placements
Capacity Building Of Uniformed Personnel, Teachers, Health Workers, and Entrepreneurs

Pushing For Change

Regional Youth Consultation
Advocates For Action Training & Network
Lobby Meetings & Advocacy Papers
Field Visits With Decision Makers

Sharing & Learning

Multi-Stakeholder Workshops

A Generation Of Leaders

Career Development & Leadership Training

EASTERN PROGRAMMES

Based in our Jinja Head Office, Eastern region programme activities include:

Direct Delivery

Volunteer-Led Integrated Livelihoods, Life Skills, Sexual & Reproductive Health, and Youth Participation Programming

Working Through Partners

Capacity Building Of Teachers, Health Workers, Entrepreneurs & Local Government
Civil Society Organisation Capacity Building & Intern Placements

Pushing For Change

Dance4life Campaign & Heart Connection Tour
Advocates For Action Training & Network
Lobby Meetings & Advocacy Papers
Field Visits With Decision Makers

Sharing & Learning

Multi-Stakeholder Workshops
Civil Society Organisation Sharing & Learning Network

A Generation Of Leaders

Career Development & Leadership Training

GET INVOLVED

We know that young people can and must lead development. If you believe in what we are doing, we want to hear from you. We need people and partners to work with us across all areas of our agency, whether on the ground, helping out with technical and financial support, or simply by spreading the word.

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