PAN AFRICAN CLUB (PAC)

STRATEGIC PLAN 2024-2028

PAN AFRICAN CLUB

One Struggle, Many Fronts

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Foreword

The Pan African Club (PAC) was founded by young lawyers in 2010 as an intellectual think tank as well as a non-partisan discussion forum. The Club was set up to enhance the capacity of young people to generate knowledge and solutions to youth problems such as climate change, unemployment, human rights abuses and to promote gender equality and sustainable development. In July 2012, PAC got registered under the laws of Uganda as a Non-Governmental Organization (Reg. No. 151961). Among PAC objectives are to promote environmental conservation using legal empowerment strategies, critical thinking, indigenous farming practices, analysis and constructive debate as a means of nurturing young leaders as well as influencing policy, sound environmental management, strict adherence to environmental laws and policies, sustainable improved agricultural yields and good governance in Uganda.

The Club is premised on the spirit of Pan-Africanism. This spirit means solidarity and stresses collective self-reliance, resilience, cohesion and sustainability. However, in the past Pan-Africanism has focused on historical, cultural, spiritual, artistic, scientific and philosophical legacies of Africans from past times to the present as well as on political, social and economic empowerment of African peoples. There has been a mismatch between Pan Africanism philosophy and the current African reality. In particular, ecological and environmental perspectives of economic, social and political change are not strictly adhered to. In Uganda emphasis is being put on infrastructural development, especially roads and dams, and little attention is being paid to the need to enhance the solidarity, cohesion and sustainability of the country's diverse society in the face of enormous global environmental and socio-economic challenges. In fact, in the current era of globalization and privatization, Uganda, like many African countries, is following the economist approach to development, which stresses corporate and money culture at the expense of other current critical issues such as climate justice which gives the club more relevancy.

The Pan Africa Club Management has worked hard to bring stakeholders together to reflect on the previous unwritten Strategic Plan; in other words to look at the past, try to understand where we are and then challenge ourselves to make a clear roadmap as we strategize for the future. Our involvement and active participation in the processes of the strategic plan for the coming five years have been rewarding and experience enriching.
We have clearly sharpened our focal points and attained a new sense of direction.

I applaud the continuous support to all the Club development partners and stake holders. With your continued help, I trust that PAC will use the new Strategic Plan to further contribute to the National Development Agenda including raising key environmental and climate justice issues. It is my sincere hope that with renewed commitment and a new clear sense of direction supported by our partners, we shall effectively bring lasting solutions to our national and global development challenges especially environment conservation and climate change.

Mr. Ngabirano John
Head of Programs & Fundraising, Pan Africa Club

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Preface

This Five-year Strategic Plan of PAC redefines the focus of the organisation, streamlines priorities which are; Youth and Community Empowerment; Capacity Building; and Advocacy. The strategic priorities will be achieved by employing key strategic approaches in the plan as the main vehicle through which the organisation shall contribute to the Ugandan Development Agenda and respond to the prevailing challenges. Approaches include but not limited to networking, Rights Based Approach, empowerment and purposeful partnership.

The Strategic Plan of PAC 2024-2028 gives us a new sense of direction as well as a new dimension of experience. In addition to the strategic framework, the plan provides ground for the development of resource mobilization strategy, marketing strategy, operational and personnel policies and a strong sense of responsibility and ownership.

The Strategic Planning process has been highly participative and this is reflective of stakeholders' serious commitment to the vision and ideals of Pan African Club. The Strategic Plan will be a key resource for coordination of the PAC activities nationwide for the next five years. We now have a clear roadmap to pave into the future with confidence and I trust that our partners will appreciate this new Strategic Plan and continue their support in all ways possible; technical, moral and financial.

Professor Edward JB Kakonge,
Advisor Pan African Club

Acknowledgement

The strategic planning process of Pan African Club (PAC) greatly benefited from experiences, technical knowledge and the leadership of different stakeholders who worked hard to make these strategic plans a reality. PAC owes a debt of gratitude to all who actively participated in various ways in the planning processes. It may therefore seem unfair to single anyone out for special mention, as we are deeply indebted to all of them for their constant help and support, which enabled PAC realize her goal of writing this Strategic Plan 2024-2028. However, the following must be mentioned, as they seemed to materialize and smooth the way at each important stage and time:-

- The PAC Elders including Professors: Edward JB Kakonge and Afunaduula Oweyegha who provided a sense of direction, calmness and words of wisdom in the process of designing the plan.
- The Lead Consultant and Director of CALM Africa - Dr. James Kimera Ssekiwanuka for the technical sense of direction and writing the final document.
- The Executive Director PAC – Ms. Nagawa Lydia; for leadership and direction.
- PAC Strategic Planning Committee members; for their deliberations, creativity, commitment and thinking.
- All PAC members, partners and stakeholders for their active participation in the processes and for professionally and diligently leading the processes.

Mr. Elimu Geofrey
Head of Communications, Pan African Club

Table of contents

Foreword....1
Preface....2
Acknowledgement....4
List of Acronyms....6
Executive summary....6
Strategic Priorities....7
SECTION ONE: BACKGROUND 9
1.1 Introduction 9
1.2 Background of PAC 9
1.3 Developing the PAC Strategic Plan 2024-2028....10
1.4 Situation Analysis....12
1.5 Key PAC Achievements for the last thirteen years....12
SECTION TWO: CONTEXTUAL ISSSUES....14
2.0 Introduction....14
2.1 PAC Strategic Direction....15
2.2 Core Values....15
2.3 PAC SWOT Analyses:....16
2.3.1 Strengths....17
2.3.2 Weaknesses 17
2.3.3 Opportunities....18
2.3.4 Threats....18
2.4.0 Strategic Approaches:....19
SECTION THREE: STRATEGIC FRAMEWORK 21
3.0 Introduction....21
SECTION FOUR: STRATEGIC PILLARS....28
4.1 Competitive Edge 28
4.2 Resource Mobilization Strategy (RMS)....29
SECTION FIVE: ORGANISATION AND MANAGEMENT....33
5.1 Direction and Management.... 33
SECTION SIX: NEEDED RESOURCES/BUDGET....35

List of Acronyms

CBOs	Community Based Organizations
DFID	Department for International Development
FBOs	Faith Based Organizations
GFATM	Global Fund for AIDS, TB and Malaria
HBC	Home Based Care
HRBA	Human Rights Based Approach
IEC	Information, Education Communication
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
NGOs	Non-Governmental Organizations
PAC	Pan African Club
RMS	Resource Mobilisation Strategy
UNDP	United Nations Development Programme
VCT	Voluntary Counselling and Testing

Executive summary

Developing the Strategic Plan 2024-2028

The Pan African Club Strategic Plan for 2024-2028 was achieved through a participatory process. The Pan African Club, Uganda, decided to have a special committee to look into its governance in light of the prevailing national and regional trends, draft a Strategic Plan to come up with a new sense of direction so as to set up a clear roadmap to the benefit of club members and all Pan-Africanists. The overall purpose of the committee was to collect ideas from members, look at strategies which will help to revamp the club and further promote the spirit of Pan-Africanism, climate justice and human rights to the benefit of humanity.

The committee commenced its work in September, 2023 and spent four months working on the plan to be approved by the General assembly of the PAC. The committee critically looked at the Pan African Club Constitution and suggested amendments; collected information from members on governance issues as to enhance the current Constitution; identified and worked with technical people to come up with this Strategic

Plan and provided a framework to develop sound, integrated and comprehensive policies and monitoring and evaluation systems.

The PAC strategic Planning Committee members provided oversight and technical assistance to the consultant responsible for documenting the evidence in a professional manner. The Strategic plan aims at improving the PAC's state of affairs to the benefit of all Pan African Club members through effective planning, the promotion of information sharing, resource mobilization and the establishment of new development projects. PAC's main goal is to build the capacity of its members and inspire young people to promote the ideals of Pan Africanism, climate justice, youth and community empowerment.

The Importance of the Strategic Plan: PAC Strategic Plan aims at giving a clear sense of direction to the management to create a desired future. It describes the purpose, direction and ethical conduct for PAC as an organization. The plan shall guide PAC in making a clear roadmap for the coming five years and be able to effectively redefine itself in light of changing realities and clearly communicate the vision, mission, goals and objectives to partners.

Vision: PAC's vision is empowered and transformed youth with knowledge and skills to promote their own well-being, climate justice and sustainable community development.

Mission: PAC's mission is to work with young people and Pan Africanists to encourage positive creative thinking, youth legal empowerment for climate justice, gender equality, creativity and innovations on which sustainable youth and community transformation and progress could be premised.

Strategic Priorities

In line with the PAC vision and mission, and in view of the emerging issues, the information collected in different meetings and the situation analysis, PAC decided to focus on the following strategic priorities/directions in the next five years namely;

- Youth Empowerment

- Sustainable Natural Resources and Environmental Management
- Advocacy for Democracy and Human Rights especial for minority youth groups
- Youth Sensitization on Development Issues
- Promotion of a Reading Culture among the youths
- Critical Developmental Thinking and Creativity among young people
- Research, Documentation and Consultancy
- Appreciation of Pan Africanism in Light of Sustainable Development
- Promotion of sustainable organic farming using indigenous knowledge systems
- Building and strengthening strategic networks; and
- Promotion of agriculture.

Core Values

• Discipline • Climate Justice • Gender Equality • Transparency • Team work/spirit • Respect for human dignity	• Professionalism • Participation • Accountability • Reliability • Compassionate • Commitment

SECTION ONE: BACKGROUND

1.1 Introduction

During the first two weeks of August, 2023, the Pan African Club Uganda had some critical reflections on its journey covered so far and decided to make self-assessment and come up with a clear roadmap for its coming 5 years. Accordingly, a Strategic Planning Standing Committee was elected on 30th August, 2023 to review the organization's Constitution, draft a Strategic Plan and come up with a report showing recommendations on the way forward for the club.

In September, 2023, the Club started the process of making a roadmap for the creation of a desired future. PAC came up with a set of statements describing the purpose and ethical conduct for the club together with the specific strategies designed to achieve goals and targets. A historical as well as SWOT Analysis was done to have a clear picture of where PAC is coming from, where it stands, then determine where it wants to go and how it will get there. The Strategic Plan helped to set up performance expectations and goals for groups and individuals to channel their efforts towards achieving the club objectives.

1.2 Background of PAC

The Pan African Club (PAC) was founded by young lawyers in 2010 as an intellectual think tank as well as a non-partisan discussion forum. The Club was set up to enhance the capacity of young people to generate knowledge and solutions to youth problems such as climate change, unemployment, human rights abuses and to promote gender equality and sustainable development.

In July 2012, PAC got registered under the laws of Uganda as a Non-Governmental Organization **(Reg. No. 151961)**. Among PAC objectives are to promote environmental conservation using legal empowerment strategies, critical thinking, indigenous farming practices, analysis and constructive debate as a means of nurturing young leaders as well as influencing policy, sound environmental management, strict adherence to environmental laws and policies, sustainable improved agricultural yields and good governance in Uganda.

1.3 Developing the PAC Strategic Plan 2024-2028

The Pan African Club Strategic Plan for 2024-2028 was achieved through a participatory process. The Pan African Club, Uganda decided to have a special committee to look into its governance in light of the prevailing national and regional trends, draft a Strategic Plan to come up with a new sense of direction as to set up a clear roadmap to the benefit of club members and all Pan-Africanists as well as the general community. The overall purpose of the committee was to collect ideas from members, look at strategies which will help to strengthen the club and further promote youth empowerment.

The committee commenced its work in September, 2023 and spent four months working on the plan to be approved by the General assembly of the PAC. The committee critically looked at the Pan African Club Constitution and suggested amendments; collected information from members on governance issues as to enhance the current Constitution; identified and worked with technical people to come up with this Strategic Plan and provided a framework to develop sound, integrated and comprehensive policies and monitoring and evaluation systems.

The PAC strategic Planning Committee members provided oversight and technical assistance to the consultant responsible for documenting the evidence in a professional manner. The Strategic plan aims at improving the PAC's state of affairs to the benefit of all Pan African Club members and the community in general through effective planning, the promotion of information sharing, resource mobilization and the establishment of new development projects. PAC main goal is to build the capacity of its members and inspire young people to promote the ideals of Pan Africanism.

This plan seeks to bring about the following **benefits;**

- To guide PAC in creating and implementing a clear roadmap for the next five years.
- To provide PAC with a tool to clearly communicate its vision, mission, goals and objectives to all stakeholders and partners more effectively.
- To equip PAC with a clear focus in solving identified problems and building strong teams to realize set objectives.
- To determine the required resources and strategies for mobilizing these resources.

- Having strategies will enable PAC find the best approaches of implementing its mission, build on its assets, recognize its weaknesses, and anticipate any problems that may arise.
- The Strategic Plan will provide guidance and direction for the staff and a tool for the Board of PAC to hold the organization accountable to fulfilling its mission.
- It will create a framework within which priorities can be set and gives coherent focus to project implementation.
- It will offer stakeholders an opportunity to know and therefore more effectively support the mission of the organization.
- This strategic plan is a dynamic and living document that should be subjected to regular critical reviews.

1.4 Situation Analysis

Pan-Africanism means solidarity and stresses collective self-reliance, resilience, cohesion and sustainability. However, in the past, Pan-Africanism has focused on historical, cultural, spiritual, artistic, scientific and philosophical legacies of Africans from past times to the present as well as on political, social and economic empowerment of African peoples. There has been a mismatch between Pan Africanism philosophy and the current African reality. In particular, ecological and environmental perspectives of economic, social and political change are not strictly adhered to.

In Uganda emphasis is being put on infrastructural development, especially roads and dams, and little attention is being paid to the need to enhance the solidarity, cohesion and sustainability of the country's diverse society in the face of enormous global socio-economic challenges. In fact, in the current era of globalization and privatization, Uganda, like many African countries, is following the economist approach to development, which stresses corporate and money culture at the expense of ecological balance and environmental equity and sustainability.

Accordingly, in Uganda, political and economic considerations have dictated that development is pursued at the expense of ecology and environment. Whole ecosystems are being destroyed and replaced with monocultures of palm oil trees, sugar cane, pine, eucalyptus and genetically modified organisms, which require heavy inputs of pesticides and industrial fertilisers. Besides in Western Uganda, our natural forests are now faced with the reality of destruction by the merging oil industry, which is estimated to last only 30 years yet the forests have survived for hundreds of years. This means that development processes are not focused and development issues are not discussed in a broad sense thus sustainable development is still a dream.

Pan-Africanism today is seen much more as a cultural and social philosophy than the politically driven movement of the past. People, such as Molefi Kete Asante, hold to the importance of ancient Egyptian and Nubian cultures being part of a (black) African heritage, and seek a re-evaluation of Africa's place, and the diaspora, in the world.

Today PAC rides on Pan Africanism philosophy to challenge the status quo. There is no clear reason why Africa should be and remain poor with its environment being degraded. PAC makes a wakeup call to focus on unity of purpose, critically look at political economy with the lenses of pan-africanism and get home made solutions to developmental issues. The energies, history and passion of the Pan African Movement can be refocused on promotion of what is good and sustainable for Africa.

1.5 Key PAC Achievements for the last thirteen years.

Since its inception in 2010, PAC has worked in partnership with other organizations and institutions such as National Association of Professional Environmentalists (NAPE), Kyambogo University Environment Management Association (KUEMA), National Youth Council (NYC), Advocates Coalition for Development & Environment (ACODE), Africa Institute for Energy Governance (AFIEGO), Uganda Parliamentary Forum on Youth Affairs (UPFYA), Humanist Association for Leadership, Equity & Accountability (HALEA), Makerere University Convocation, Bucca Development Initiatives Uganda (BDU), Oilwatch Africa and the Bridge Magazine in implementation of some of the following activities/projects:

- Youth National Campaign for oil good governance in Uganda in which PAC organized youth workshops both at national and regional levels in the country. In 2012, PAC presented a petition to Parliament on oil and gas legislation. The speaker welcomed PAC recommendations as key in protecting human rights and environmental justice.
- Engaging youth in Uganda in improving employment opportunities and involvement in issues around agro-forestry, environmental conservation, climate change, water and food security.
- Organizing youth debates on environmental concerns, agriculture, oil issues, governance issues, employment, Pan Africanism, service delivery, global trends, democracy, human rights, spirituality, regional conflicts, African family values, terrorism, homosexuality, education, health, religion and culture since July 2010 to date
- Sensitizing the youths about African Traditional Herbal treatment including having youths study trips regarding the same.
- Engaging the Uganda Parliament on youth issues whereby for example; the youth under PAC physically petitioned Parliament in December 2012 to consider youth views on oil legislation which was taking place then.
- Similarly, in 2017, PAC youth physically petitioned the Parliamentary Committee on Science and Technology on the GMO Bill citing especially health and environmental concerns.
- Advocacy for land rights and environmental justice. Between 2012 to 2015, this advocacy was done by PAC under a project called Youth Leadership Project, in a consortium with Kyambogo University and Youth Plus in partnership with National Association of Professional Environmentalists (NAPE).
- PAC hosted Members of Parliament at its youth debate forum and workshops and this enabled about 1,800 youths to interface with legislators on policy issues.
- Capacity building in terms of critical thinking skills through practice and exposure of 3400 youths in debates, workshops and study trips.

- Mind transformation is evidently on-going whereby members continue to develop new shared perceptions on topical issues deliberated upon in our weekly debates thus nurturing positive and progressive attitudes among the members.
- Developing the art and confidence of public speaking among the youths by participating in PAC weekly debates which have always been held consistently for ten years. This has built a team spirit and awakened talents of many members.
- Attracted media publicity in some cases thereby influencing public opinion on pertinent issues especially oil, land, environment, job creation, justice and regional cooperation.
- Carrying out outreach programmes in Universities and other learning centres. In addition, PAC has been linking and recommending some young people to organizations for doing internships and acquiring jobs.
- Since 2022 to date, PAC has been implementing a project titled "Holding manufacturing companies accountable for pollution in Kawempe division". This work was published in the New Vision of November 5, 2022 under a headline on the first page: "Factories: Kampala Breathing in Death". PAC had audited the activities of KCCA and NEMA and documented effects of pollution by factories on surrounding communities. PAC also supported affected communities to petition KCCA.

SECTION TWO: CONTEXTUAL ISSSUES

2.0 Introduction

Chapter two of this Strategic Plan gives a clear strategic sense of direction to the Club for the coming five years. In line with PAC vision and mission and in view of the emerging issues from discussions with Pan Africanists and club members and information from the situation analysis, the Club has chosen to have clear strategic statements and goals. SWOT Analysis as a management tool was used in identifying the factors that affect the operation of the Club. Subsequently, both internal and external factors that either positively or negatively affect the efficiency and effectiveness of the Club have been critically looked at in order to have clear strategic priorities and objectives that follow in chapter three

PAC is responsive to international and regional human rights instruments to which Uganda is signatory; more particularly the Universal Declaration of Human Rights. In light of this, PAC will use this Strategic plan as a guide to employ the Rights Based Approach to realize its strategic objectives. In the process, all stakeholders will be challenged to promote, assist, protect and fulfill Pan Africanism ideals, human rights and preserve human dignity in offering services to humanity.

2.1 PAC Strategic Direction:

PAC Vision: PAC's vision is empowered and transformed youth with knowledge and skills to promote their own well-being, climate justice and sustainable community development.

PAC Mission: The **mission** of PAC is to PAC's mission is to work with young people and Pan Africanists to encourage positive creative thinking, youth legal empowerment for climate justice, gender equality, creativity and innovations on which sustainable youth and community transformation and progress could be premised.

PAC Goal: To empower young people with skills and information necessary to enhance their critical thinking, analysis and constructive debates as pillars of nurturing prospective climate leaders for a better Africa.

2.2 Core Values

PAC believes in supporting young people have values they cherish, become creative and innovate and remain focused with a culture of endurance. Below is a summary of PAC values which gives the club a unique culture and core competence:

Guided by the principles of Pan Africanism ideals, the Club believes in the transparency and accountability whereby service capability is maximized through responsible stewardship of all entrusted resources. This is complemented by the highest standards, flexibility and pragmatism in program implementation.

The Club programs are characterized by inclusive and participatory processes, as people centered approach, a focus on equality, networking and engagement leading to a sustainable development. The Club recognizes the inherent dignity of every person and works hard to see to it that marginalized people access services, achieve justice including climate justice, human rights and a sustainable future.

Core Values of PAC

• Discipline • Gender equality • Climate Justice • Creativity and innovation • Transparency • Team work/spirit • Respect for human dignity	• Participation • Accountability • Reliability • Conservation • Compassionate • Commitment • Professionalism

2.3 PAC SWOT Analyses: Strengths, Weaknesses, Opportunities and Threats

SWOT Analysis is a tool used to conduct self and situation assessments to determine where you are before designing plans. During the stakeholders' meetings for the development of this strategic plan, we looked at the strengths and weaknesses of PAC as internal factors which could be controlled and these were premised on staffing, structures, systems in place, skills and style of leadership.

On the other hand external factors were seen as issues that affect activities and operations but PAC has limited control over them. These factors were identified as opportunities and threats. These were premised on the political, economic, social, technology, environmental and legal factors (PESTEL)

2.3.1 Strengths

- The current composition of personnel at the PAC head office is a small group of people (mainly volunteers) well qualified and can easily be trained in a number of things which can advance the mission of PAC.
- PAC is legally registered and recognized as an NGO with rented functional offices. It is recognized as a Think Tank and advocacy forum for young progressive people.
- Availability and improved access to communication: The organisation has access to ICT systems for purposes of communication; namely the telephone and internet which ease communication between members, groups and networks and other partners in time.
- PAC is working in line with the Ugandan Constitution and the international legal instruments.
- Strategic partnerships and availability of volunteers.
- Established leadership and organizational Structures.
- Capacity to handle huge amounts of funds and account for them. This is reflected in the donors we have worked with.

2.3.2 Weaknesses

- Understaffing; the organisation is operating with a few staff though the duties and activities are enormous. There is a need to review staffing.
- Inadequate funds.
- No staff development policy.
- Inability to advocate for sensitive issues without fear
- Limited commitment of some PAC members to the organization's vision and mission.

2.3.3 Opportunities

PAC is working for people in a challenging yet opportunity endowed environment. These opportunities can be properly assessed, tapped, mobilized and strategically utilized to the benefit of the PAC members. The stakeholders' meetings explored the following opportunities that present themselves to the Club to take advantage of:

- Goodwill of partners who are willing to support PAC activities.
- Increased accessibility to ICT in the country; in the Uganda of today, access to Information, Communication and Technologies has greatly improved. ICT and wide media coverage offer an opportunity for quick sharing of information and for advocacy.
- High percentage of young people in Uganda who need the services of PAC.
- Availability of willing students and other youths to participate in PAC activities.

2.3.4 Threat

- Shrinking civic space in Uganda
- Global financial challenges (recession); Limited funding from development partners.
- Environmental degradation and food insecurity

2.4.0 Strategic Approaches:

2.4.1 Networking and Partnership

PAC works with partners with shared vision, values, ideas and wealth of diverse and specialized resources. This partnership and resource base offers a multitude of possibilities for cooperation, and diversity to the development agenda of Africa. The organisation seeks to make the optimal use of this network through contributing its own expertise and working cooperatively with others to seek the maximum stewardship of this shared resource of skill, experience and knowledge.

2.4.2 Awareness creation

The Club leadership shall organize awareness meetings for tertiary institutions and selected secondary schools to disseminate information on the Strategic Plan and encourage young people to engage in discussing development concerns and possible solutions. Youth will be challenged to plan activities right from family level since failure to plan is equated to planning to fail. Sensitizing communities on current development concerns and appreciating planning processes will be an important tool in causing sustainable development in Uganda. A number of people perish due to lack of knowledge and creative thinking.

2.4.3 Marketing

The Club marketing strategy will focus on increasing its visibility both within and outside the country. The following will be focused on;

- Website….a high profile and well-constructed website will attract more partners, generate fundraising ideas and increase the visibility of PAC.
- Brochures promoting the Club's activities will continue to be distributed to key stakeholders.
- Newsletter will be produced and distributed twice a year.
- Other activities shall include; production of T-shirts, business cards, certificates of recognition, calendars, badges, Greeting Cards, and word-of-mouth promotion.

2.4.4 Rights Based Approach

Development and human rights dimensions are related in many ways and as such the PAC shall employ the Human Right Based Approach (HRBA) in a more pragmatic way and include this in its trainings and other capacity building activities. HRBA is a conceptual frame work that is based on international human rights standards and directed to promoting and protecting human rights. The HRBA integrates the norms, standards and principles of human rights system into plans, policies and processes of development. The HRBA shall be used through the Club seminars and meetings at different levels to build leaders capacity to live up to the obligations of the international and regional legal instruments. The seminars and meetings don't require much money as people are always willing to meet and deliberate on development issues.

2.4.6 Facilitation and Mediation

PAC is positioned to link with the Universities, district local governments, central government and other partners at different levels. Uganda and other African countries do experience historical and emerging conflicts characterized by democratic and governance gaps, land conflicts, environmental degradation, oil and gas, poverty and the general phenomenon of resolving conflicts in violent manner. The Club is therefore able to play the role of a mediator and facilitator of processes and exchanges at various levels, including initiatives leading to peace and reconciliation. This is a sure way of driving accelerated development and transformation.

2.5 Cross cutting Issue

- Capacity Building
- Human Rights Based Approaches
- Gender mainstreaming and action
- Environmental protection & climate justice
- Advocacy and human rights
- Conflict Resolution
- HIV/AIDS mainstreaming

2.6 Legal Framework of Operation

Pan African Club is a Ugandan registered non-profit making organization with a Memorandum of Association and the mandate to carry out advocacy, stimulate developmental thinking and deliberations as well as coming up with homemade solutions to current problems especially human rights and climate change.

SECTION THREE: STRATEGIC FRAMEWORK

3.0 Introduction

A strategic plan is an organization's blueprint for carrying out its mission statement. It is initiated, implemented, and periodically reviewed by an organization's staff and board. The process of strategic planning is a critically important element of successful management. Every member of Pan African Club (PAC) is urged to develop an understanding of the process and to make sure that the PAC Strategic Plan is a living document which should be revisited annually. This plan which covers five years, identifies institutional priorities, plots a course for achieving goals and objectives, lays out performance assessment, and provides for midcourse corrections.

3.1 Strategic Priorities

In line with the PAC vision, mission and goal, and in view of the emerging issues from the information collected in different meetings and the situation analysis, PAC has chosen to focus on five strategic priorities/directions in the next five years namely; Youth Empowerment; Advocacy for Human Rights and Democracy; Community Sensitization on Development Issues; Promotion of a Reading Culture; Critical Developmental Thinking and Creativity; Research and Documentation; Appreciation of Pan Africanism in light of Sustainable Development; Building & Strengthening Networks and a critical look at Natural Resources and Environment

3.1.1 Youth Empowerment; helping young people to access relevant information, know their rights, climate knowledge, love their country and acquire employment to effectively contribute to socioeconomic development of their country.

3.1.2 Advocacy for Human Rights and Democracy; most young people are not fully aware of human rights and how it is related to democracy. PAC will work with different partners so that pillars of democracy are built premising on the universal human rights instruments.

3.1.3 Community Sensitization on Development Issues; this forms the core of our agenda and shall be achieved through holding workshops, radio talk-shows, closer monitoring, offering guidance and facilitation of our affiliated debate forums in tertiary institutions, creating more debate forums in institutions of learning and at general community level especially to engage youths in issues of sustainable development through environmental protection, agro ecological farming, proper petroleum management and advocacy for socio-economic service delivery.

3.1.4 Promotion of a Reading Culture; most people do not read books and search for more knowledge. PAC shall fight to establish libraries and encourage young people to write down ideas and exchange with others to widen their knowledge base. Fortunately, we have already some trying writers in our membership and PAC will support them partly as a means to motivate others to engage in writing. PAC shall always encourage members to adopt a culture of reading and some specific priority books will be emphasized such as books on Pan Africanism, African culture, nation building, African proverbs, riddles and poems, African spirituality, environmental protection, science, ICT, Economics, farming, human rights and democracy.

3.1.5 Critical Developmental Thinking and Creativity; PAC provides a platform to members to share and juggle around ideas to come up with thoughts which we expect to move our society forward. At PAC we are inspired by Napoleon Hill's statement that "More gold has been mined from the thoughts of men than has been taken from the earth". We shall also host motivational speakers and successful creative thinkers to show case, tickle and inspire members to become creative thinkers as a way of enhancing critical development. .

We shall also carry out study tours to demonstration centers of excellence where powerful ideas have been turned into tangible results so that members are able to learn and directly link creative thinking to critical development and then "throw the ball into their hands"

3.1.6 Research and Documentation; The main purpose for PAC to focus on research and documentation is to gather relevant information, widen its knowledge base and build a special archive and in the meantime to increase technological standards, update equipment and upgrade human resources. Research and documentation shall have the following objectives:

1. To identify, select, acquire, organize, and preserve PAC important records and documents for quick future reference.
2. To upgrade and improve existing records and archives management capacity (RAM) at the national level.
3. To strengthen and restructure the PAC in preparation for the establishment of a National Archive and related regional archives.
4. To identify and implement the best and most appropriate options for preservation.
5. To foster public awareness of the importance of documentation throughout our society.
6. To make documents easily accessible to the general public and researchers. The documents that shall be maintained by PAC shall have the following different formats; Written Records; Audio-visual Records; Photographic Records; Cartographic Records. Further still, PAC shall; organize training programs on records and archive management; enhance public awareness of the importance of archives the preservation of African culture and history; make an inventory of Eritrean archival materials both in the country and abroad; transfer selected materials to the PAC for safe-keeping; organize the records which are selectively transferred and make them accessible to researchers; and set up regional documentation centers.

3.1.7 Appreciation of Pan Africanism in Light of Sustainable Development; Pan Africanism refers to a strong affinity which all blacks have towards the African continent. We find that the spirit of Pan Africanism implies solidarity and stresses collective self-reliance, resilience, cohesion and sustainability. In essence, A Pan Africanist must work hard for mother Africa but not racist and hence must promote pillars of good governance, fight corruption, ensure proper utilization of Africa's resources and uphold African progressive values for sustainable development and contribute to global peace.

3.1.8 Building & Strengthening Networks; In the modern times, it has become compulsory than ever before that to achieve the ideals of Pan Africanism, we must make strategic alliances and cooperation with other players in the globe. This will not only enhance achievement of Pan African ideals but will also ensure their sustainability because you realize that in this world, we need each other. Aware of this, PAC will reach out to try and sell its vision, objectives and mission to potential partners not only in Africa but also in Europe, Asia and America. For those networks already built and those yet to come, PAC will ensure that it plays its partner expected role so that the relationships grow stronger and long lasting.

3.1.9 Natural Resources and Environmental Protection
PAC understands natural resources as materials and components that can be found within the environment. Every man-made product is composed of natural resources and a natural resource may exist as a separate entity such as fresh water, and air, as well as a living organism such as a fish, or it may exist in an alternate form which must be processed to obtain the resource such as metal ores, oil, and most forms of energy. Young people should have their capacity built to conserve the environment and be in position to identify, tap and utilize resources to both their benefit and to sustainably conserve their environment and ecological balance. PAC has plans to network with different partners in this direction.

There is much debate worldwide over natural resource allocations; this is partly due to increasing scarcity (depletion of resources) but also because the exportation of natural resources is the basis for many developing economies and Uganda is no exception.

PAC believes that a successful management of natural resources should engage community members especially the youth. It is normal once resources are to be shared then the individuals who are affected by the rules can participate in setting or changing them. PAC holds the view that the users have the rights to devise their own management institutions and plans recognized by the government. The rights to resources include land, water, fisheries and pastoral rights. The users or parties accountable to the users have to actively monitor and ensure the utilization of the resource compliance with the rules and to impose penalty on those peoples who violate the rules. Many researchers and international civic organisations believe that these conflicts should always be resolved in a quick and low cost manner by the local institutions according to the seriousness and context of the offence. PAC will try to engage the global science-based platform to learn more about natural resources management and environmental conservation to benefit young Africans.

3.2 Strategic Objectives

1. To establish a research centre to critically look into issues that hinder youth development and come up with clear recommendations leading to appropriate interventions.
2. To empower the Young people with communication and leadership skills, leading to critical thinking, analysis and constructive debates thus effectively contributing to the national development agenda by the year 2028.
3. To increase awareness on Human Rights, Democracy and the Pan African Ideology with a view of influencing responsible decision making and activism by the year 2028.
4. To enhance Critical Developmental Thinking and Creativity among young

5. To appreciate Pan Africanism in Light of Sustainable Development.
6. To inculcate a culture of reading among members and encourage them to prioritize specific books which are critical for development.
7. To establish a reliable knowledge searching forum of focused, informed, disciplined and Pan African oriented citizens.
8. Sustainable Natural Resources and Environmental Management.
9. Advocacy for Democracy and Human Rights especially for minority youth groups.
10. To carry out Youth Sensitization on Development Issues.
11. To promote a Reading Culture among the youths.
12. To promote sustainable organic farming using indigenous knowledge systems.
13. To build and strengthen strategic networks.

3.3 Keys to Success

- A thorough understanding and commitment to the operationalization of the PAC Strategic Plan 2023-2028.
- Ensuring that the plan is reviewed annually and those elements that are pertinent to the PAC have been included.
- Good understanding of the issues experienced by PAC members and partners.
- Maintaining a highly motivated team.
- Maintain a good working relationship with all partners.
- Ensuring that the PAC's core values and principles are always followed in the program implementation processes and policy designs.
- Commitment to advance best practices based on current and emerging evidence.
- Seek for increased and sustained funding and technical assistance from Development Partners and internal resource mobilization.

- Persistence and never to give up: PAC shall never give up until its desires/strategic priorities are achieved. In course of things, any part of this plan that does not work will be changed and something else is tried.
- Plans of action will be worked out to take a step and remind ourselves that each step brings us closer to the organizational goal. To perform each act to the best of our ability filled with faith, determination and purpose to reach the goal.
- PAC shall live in the present and keep moving forward. The past will help the organisation to avoid mistakes, use good lessons and forge the way forward.
- Time is the new money and in the information age, time is another precious resource. Unlike money, you cannot stockpile time. You are forced to spend it, whether you like it or not, at a rate of 60 minutes per hour.
- How you spend your time determines how much money you make. Ultimately, the choices you make with your time determine how happy you are.
- To be successful, we don't only manage time - we manage ourselves as well. Superior self-management requires excellent decision-making.

3.3 Key Activities for the coming five years in a Logical Framework Performance (Measurement) Indicators - Based on a SMART Strategy

Special Instructions: 1. This is a live document and will be subject to amendments as 12 monthly measurements take place. Such amendments are to be recorded on an amendment sheet attached to the plan.

Strategic Objective	How is it achieved	Person(s) responsible.	How measured and when	Means of verification	End Year Remarks & % Success
Youth & community Empowerment to promote climate justice	Youth Seminars, meetings, radio talk shows, petitions & community engagements	Executive Director, Programs Manager, Project Officers	Number of youth trained, petitions formally presented & response actions taken	Reports and attendance forms	

Note; The full logical Frame work shall be done separately, followed by a work plan and annexed

SECTION FOUR: STRATEGIC PILLARS

4.1 Competitive Edge

PAC has a number of advantages which are important in implementing this strategic plan to the benefit of many young people and other citizens and cause meaningful transformation. The Club has a good history and a well-established Forum which encourages young people to debate on topical issues and learn from each other. This enhances leadership skills. Other advantages include the following:

- Membership is dominated by young people with zeal to learn and contribute to Pan African Movements.
- PAC is actively working with local Institutions of higher learning and a number of progressive schools.
- A number of professionals willing to offer their services to the Club.
- Good working relationships with foreign missions and governmental departments.

4.2 Resource Mobilization Strategy (RMS)

A resource is any natural or human wealth that can be used for satisfying human needs. Resources include commodities and human resources used in the production of services and goods. Mobilisation on the other hand is a process of organising something or somebody for a particular purpose or to make something or something ready for a service. And Resource Mobilisation is about the organisation of resources to offer a service or support any effort.

The Club will mobilise resources both human capital and financial for its goal and strategic priorities as outlined in this plan. This RMS will be further enhanced for PAC to build a constituency in support of its cause. The strategy will be used to improve chances of getting support from major donors, trusts and foundations. Time and energy shall be prioritised, so that sufficient mobilisation is done to get resources needed for PAC's work. The major purpose of RMS for the Club is to secure a sustained access to resources necessary for its programs. The RMS shall include producing proposals, concept notes, training staff in the RMS, and designing appropriate strategies to ensure sustainability. The club shall come up with a clear policy on resource mobilisation.

4.3 Marketing Strategy

PAC marketing strategy will focus on increasing its visibility both within and outside the country. The following will be focused on;

- Website….a high profile and well-constructed website will attract more partners, generate fundraising ideas and increase the visibility of the Club. Brochures promoting PAC's activities will continue to be distributed to key stakeholders.
- Newsletter will be produced and distributed twice a year. Other activities shall include; production of T-shirts, business cards, certificates of recognition, calendars, badges, Greeting Cards, and word-of- mouth promotion.

PAC is in position to provide consultancy services in the Great Lakes Region in areas of project proposal writing, legal aid, conflict resolution, relief services, environmental conservation, climate justice, human rights, agro ecological farming, good governance and democracy. This will have forward and backward linkages as it will bring income to the club and strengthen the strategy.

4.4 Sustainability Strategy

Sustainability is the ability to function and survive for a longtime without necessarily depending on external support or help. Sustainability is not having wealth or good systems, it's rather having ability or capacity to produce wealth, develop and maintain good systems and structures for a long time. Sustainability is also having capacity to think, to create, to innovate, to adapt, to grow, to own, and to maintain for the purpose of improving and living a dignified life. In the framework of PAC, sustainability is primarily the work of the board and. PAC will play a key role in supporting and working with its members and Pan Africanists outside the membership and the partners to build capacity and help young people determine and chart their own destiny. PAC shall empower communities through participation, facilitation, capacity building, advocacy and information sharing to see to it that its work remains relevant and sustainable.

A successful implementation of sustainability strategy will be more readily achieved when efforts are based on this coherent and thoughtful plan. The plan enables PAC to coordinate efforts, track progress and focus energies on the highest priority activities. The sustainability efforts are a solid link to the PAC's strategic plan. The Club shall endeavor to ensure that all the people involved in these efforts understand the compelling reason for pursuing sustainability. The sustainability strategy examines relevant environmental and social trends as well as the coping mechanisms of the Club. How might these trends threaten PAC's ability to operate? What opportunities do these trends present for distinguishing PAC or for inspiring innovations? What would happen if PAC didn't respond at all to these trends? What would the cost be of doing nothing?

4.5.0 Monitoring and Evaluation Mechanisms

The Monitoring and Evaluation mechanisms are meant to track progress regarding the strategic priorities and activities of PAC. Monitoring is to take place at all relevant levels and shall involve PAC leaders and all key partners. A focal point person is to be designated at the PAC head office to coordinate the linkages developed for monitoring and evaluation. She/he is to regularly collect information, assess PAC activities and make reports.

4.5.1 Ke y Inputs for Monitoring and Evaluation

- The Log frame matrix of PAC's Strategic Plan including the strategic priorities, activities, indicators, and means of verification.
- Annual and Quarterly work plans and monitoring checklists will be prepared, guided by the Strategic work plan. These work plans are vital for tracking the delivery process i.e. translating inputs into outputs. Monitoring and support supervision of the various actors.
- Submitted proposals, donor agreements & contracts, government policies, Parliamentary Acts like the Local Government Act and other relevant documents.

4.5.2 Key Elements for Monitoring

- Availability of expected inputs for service delivery, including their timing, quality and amount; activities planned vis-à-vis activities implemented
- Timeliness of implementation of activities.
- Evidence of outcomes of the activities implemented, including their timing, quality and amount.
- Activities not implemented, or rescheduled.
- Changes, omissions, deletions or additions (in activities or entire strategic plan).
- Capacities of implementing affiliates and other partners.

4.5.3 Key Elements for Evaluation

PAC shall prepare for the terminal evaluation of the strategic plan during or towards the end of the third and last year of the plan period. The evaluation shall be guided by strategies and activities reflected in the Strategic Plan Logical frame matrix, and also make use of surveys and other studies with information on relevant indicators. The following shall constitute the key aspects of evaluation;

- Effectiveness of programs of PAC in meeting the goal and objectives set. This also includes the extent to which the targeted groups (e.g. women, youth, and children) have been reached and served.
- Efficiency in attaining the objectives/targets, in terms of cost-effectiveness in service delivery.
- Validity and coherence of designs of interventions/programs.
- Sustainability of programs/activities.
- Lessons learnt and best practices documented.

4.5.4 Means of Verification for Monitoring and Evaluation

The following means will generate the information required as process, output and impact indicators to monitor and evaluate the work of PAC:

- Baseline and impact studies at onset, mid and end of implementation Standard M&E instruments and guidelines including report formats, standard checklists and other tools developed.
- Supervision and monitoring visits.
- Periodic review meetings.
- Quarterly and annual Reports of PAC, affiliates and other partners.
- Enhancement of the developed data base for PAC.

4.5.5 Monitoring and Evaluating Strategic Actions

- Build the capacity of members and other Pan Africanists and gather data.
- Promote the utilization of M&E.
- Use monitoring data in the further planning of PAC activities.
- Monitoring the success of the Club response as well as the identification of specific successful intervention or "best practices".
- Provide an information base for PAC's timely reporting on its national and regional commitment.

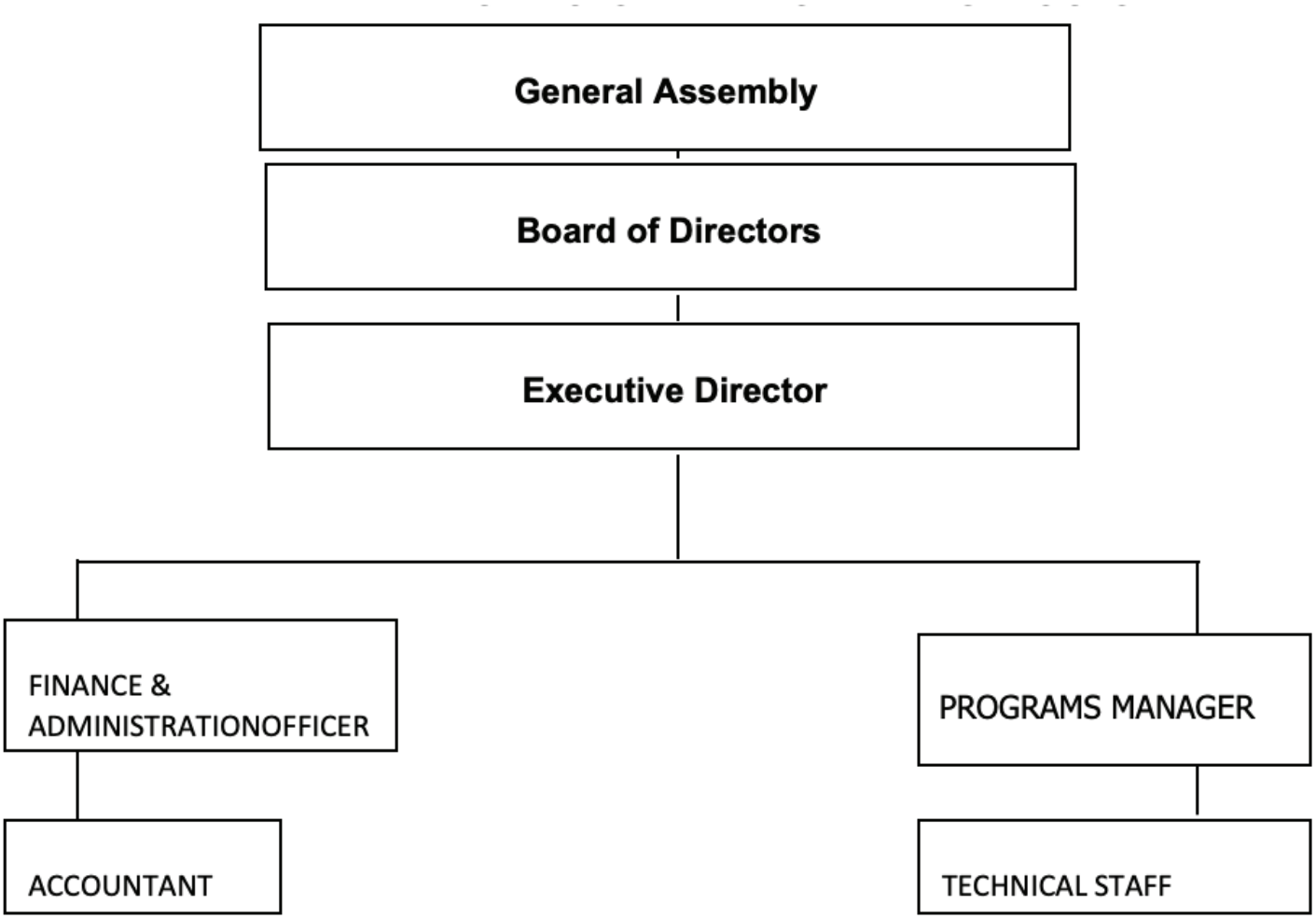
SECTION FIVE: ORGANISATION AND MANAGEMENT

5.1 Direction and Management

The implementation of the plans of PAC is the overall responsibility of the Executive Director (the Director heads the PAC Secretariat and coordinates the Club activities and in liaison with the Board he recruits the staff on the Management Team). The Executive Director reports to the Chairman of the Board and acts as the secretary to the Board for easy implementation of policies and programs. The PAC is comprised of five core departments including Forum Debates Programs, Advocacy and Lobbying, Human Rights and Democratic Governance, Monitoring and Evaluation, Human Resource, Finance and Administration. Each of these departments is to be headed by a senior program officer who shall also form the senior management team of PAC together with the Executive Director.

The management style of PAC shall be purposeful, inclusive and value laden, motivating and stimulating staff to innovate and succeed. The leadership shall always strive to inspire confidence, extract the best in the team in order to inspire creativity that is needed for solving problems and moving the strategic plan forward. The management shall always ensure that the strategic plan is implemented, PAC policies are clearly understood and adhered to; capacity of staff built as well as periodical performance appraisal for quality and effective service delivery.

PAN AFRICAN CLUB MANAGEMENT STRUCTURE



SECTION SIX: NEEDED RESOURCES/BUDGET

PAC FIVE-YEAR STRATEGIC PLAN: BUDGET SUMMARY

Expenditure Item	Unit	Quantity (per year)	Unit Cost (UGX)	Total Cost Per Year (UGX)	Total Cost for 5 Years (UGX)	Total Cost for 5 Years (USD) [3,700 = 1 USD]
Youth Empowerment:						
Study trips	A trip	3	6,000,000	18,000,000	90,000,000	24,324
Outreach programs	Outreach Program	4	3,000,000	12,000,000	60,000,000	16,216
Internship recommendations;						
(a)Communication	Airtime	12	200,000	2,400,000	12,000,000	3,243
(b)Documentation	Letters	___	200,000	200,000	1,000,000	270
Seminars	A seminar	4	7,000,000	28,000,000	140,000,000	37,838
SUB TOTAL	__	__	__	**60,600,000**	**303,000,000**	**81,891**
Advocacy for Climate Justice:						
Petitions	A petition	4	3,000,000	12,000,000	48,000,000	12,973
Newspaper articles	An article	3	700,000	2,100,000	10,500,000	2,838
Press conferences	A press conference	3	3,000,000	9,000,000	45,000,000	12,162
Press statements	A press statement	5	400,000	2,000,000	10,000,000	2,703
Media talk shows	A talk show	14	1,200,000	16,800,000	84,000,000	22,703
Sensitization workshops	Workshop	4	12,000,000	48,000,000	240,000,000	64,865
SUB TOTAL	__	__	__	**89,900,000**	**449,500,000**	**118,244**
Advocacy for Human Rights & Democracy:						
Petitions	A petition	3	2,500,000	7,500,000	37,500,000	10,135
Newspaper articles	An article	10	200,000	2,000,000	10,000,000	2,703

Press conferences	A press conference	3	2,000,000	6,000,000	30,000,000	8,108
Press statements	A press statement	5	300,000	1,500,000	7,500,000	2,027
Media talk shows	A talk show	12	1,200,000	14,400,000	72,000,000	19,459
Sensitization workshops	Workshop	3	12,000,000	36,000,000	180,000,000	48,649
SUB TOTAL	__	__	__	**67,400,000**	**337,000,000**	**91,081**
Community Sensitization on Development Issues: **Workshops**	Workshop	3	12,000,000	36,000,000	180,000,000	48,649
Radio Talk shows	Talk show	10	1,200,000	12,000,000	60,000,000	16,216
Outreach programs	Outreach program	5	3,000,000	15,000,000	75,000,000	20,270
Public debates	A public debate	4	4,000,000	16,000,000	80,000,000	21,622
SUB TOTAL	__	__	__	**81,000,000**	**405,000,000**	**106,757**
Promotion of a Reading Culture: Hiring a library room	A library room	1	1,000,000	12,000,000	60,000,000	16,216
Stocking reading materials	Reading materials	80	50,000	4,000,000	20,000,000	5,405
SUB TOTAL	__	__	__	**16,000,000**	**80,000,000**	**21,621**
Critical Developmental Thinking & Creativity: Inspirational debates	A debate	3	4,000,000	12,000,000	60,000,000	16,216
Study trips to demonstration centres of excellence	A study trip	3	6,000,000	18,000,000	90,000,000	24,324
SUB TOTAL	__	__	__	**30,000,000**	**150,000,000**	**40,540**
Research & Documentation: Facilitating	A report	__	12,000,000	12,000,000	60,000,000	16,216

Research Carrying out documentation	Paper work	__	12,000,000	12,000,000	60,000,000	16,216
SUB TOTAL	__	__	__	**24,000,000**	**120,000,000**	**32,432**
Appreciation of Pan-Africanism in Light of Sustainable Development: Debates	A debate	4	3,000,000	12,000,000	60,000,000	16,216
Outreach Programs	Outreach program	4	3,000,000	12,000,000	60,000,000	16,216
Media Talk shows	Talk show	6	700,000	4,200,000	21,000,000	5,676
SUB TOTAL	__	__	__	**28,200,000**	**141,000,000**	**38,108**
Building & Strengthening Networks: Proposal Writings	Proposal	9	500,000	4,500,000	22,500,000	6,081
Reaching out to organizations for partnerships	A partner	5	200,000	2,000,000	10,000,000	2,703
Participating in public events	An event	12	100,000	1,200,000	6,000,000	1,622
SUB TOTAL	__	__	__	**7,700,000**	**38,500,000**	**10,406**
Natural Resources & Environmental Protection: Sensitization workshops	Workshop	3	12,000,000	36,000,000	180,000,000	48,649
Outreach programs	Outreach program	4	3,000,000	12,000,000	60,000,000	16,216
SUB TOTAL	__	__	__	**48,000,000**	**240,000,000**	**64,865**
Administration	**Staff**	**7**	**500,000**	**3,500,000**	**17,500,000**	**4,730**
Contingency	**10%**	__	__	**45,630,000**	**228,150,000**	**61,662**
GRAND TOTAL	__	__	__	**501,930,000**	**2,509,650,000**	**672,337**